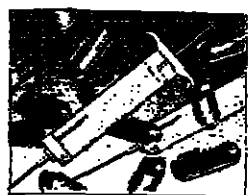


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FINANCIAL TIMES

World Business Newspaper <http://www.ft.com>

WEDNESDAY JUNE 10 1998



The drugs trade
Why Washington cannot
solve the problem
Page 12



Online sports
The insatiable thirst
for statistics
Page 22



Nigeria's new era
Can Abubakar
prevent chaos?
Page 13

FT telecoms review
Operators race to
surf 'data wave'
Separate section

WORLD NEWS

Russian statistics officials accused of helping companies hide tax liability

The two top officials of Russia's statistics service have been charged with helping big companies evade taxes. Investigators arrested Yuri Yurkov, head of the state statistics committee, his deputy and several alleged accomplices. They are accused of manipulating data to hide companies' real output and reduce their tax liability, and with selling classified information. Boris Fyodorov, Russia's new tax enforcement chief, said his first targets would be rich Russians and foreigners. Page 14; Crisis? What crisis? Page 2; Capital markets, Page 24

Nigeria's new ruler, Gen Abdulsalam Abubakar, will keep to his predecessor's plan to restore civilian rule on October 1, a spokesman for the military government said. The main opposition group rejected Gen Abubakar's appointment and called for anti-military protests. Oil companies keep watch, Page 4; Africa's 500-pound weakling, Page 13; Emerging market focus, Page 36

Yeltsin warns against intervention Russian president Boris Yeltsin warned that military intervention by outside powers could deepen the crisis in Serbia's Kosovo province. But western officials said Nato would go ahead with preparations for possible action. Page 3

Heavy fighting on Ethiopia's border Intense fighting erupted along the Ethiopian-Eritrean frontier as the African neighbours turned their armies against each other in the latest stage of their undeclared war. Page 4; Observer, Page 13

Trade unions still repressed Trade union activities are increasingly repressed, the International Confederation of Free Trade Unions says. It claims Colombia has the worst record, accounting for 156 of those murdered last year for union activities. Page 4

Supporters pledge backing Supporters of Louise Woodward, the British girl convicted in the US of killing a baby in her care, pledged their continued backing after claims by the US pair's former defence lawyer, Elaine Whitfield Sharp, that her mother defrauded a fund set up for her defence.

Rain lashes Hong Kong At least one person was missing as Hong Kong cleared up after storms that put schools, the stock exchange, banks and some public services out of action.

Habibie speaks on East Timor Indonesia's new president, B.J. Habibie, said he was willing to consider a special status for East Timor but insisted that the territory would remain part of the country.

Cyclone sweeps west India At least 75 people were killed when a cyclone hit coastal areas of Gujarat state.

Belarus may relent over envoys Belarus hinted it might cancel an order to foreign diplomats to leave elite residences in the capital, Minsk. Page 2

Vatican 'foreign minister' dies Former Vatican secretary of state Cardinal Agostino Casaroli died in Rome aged 83. Architect of the Vatican's rapprochement with communist regimes, his most rewarding moment came in 1989 when Soviet president Mikhail Gorbachev and Pope John Paul met.

BUSINESS NEWS

LTCB shares fall 22% on mounting fears over strength of SBC alliance

Shares in Long-Term Credit Bank of Japan plunged 22 per cent on mounting unease over the strength of its alliance with Swiss Bank Corporation and concern that creditors were becoming reluctant to lend to weaker Japanese banks. Page 14; and Long Market shivers, Page 20

Network Associates of the US has agreed the \$642m purchase of the UK's Dr Solomon's Group, in a deal that will create one of the largest network security software groups in the world. Page 15; BT internet plan, Page 10

LIFFE - London International Financial Futures and Options Exchange - has voted to overhaul the exchange and introduce electronic trading. Page 15

European Bank for Reconstruction and Development proved its commitment to Czech bank privatisation by buying an 11.8 per cent stake in Ceska Sporitelna, the dominant state-owned retail bank. Page 15

Volkswagen has confirmed it is in talks to buy Italian sports car maker Lamborghini through its Audi subsidiary. Page 15; Observer, Page 13

Volvo, Swedish automotive group, is replacing Helge Allen - head of its US car operations - in a bid to bolster marketing in North America. Page 16

Endesa shares fell nearly 5 per cent on the first day of trading after the Spanish power group's Pst1,150bn (\$7.6bn) privatisation. Page 17

Iridium, the US satellite telecoms company planning the first handheld global cellular phone service, has signed agreements with more than 200 telecoms operators. Page 5; Lex, Page 14

Poland's state-controlled steel industry will be privatised by 2001, the government said in a report to the EU. Page 5

The Australian dollar's slump to 12-year lows fuelled speculation that a politically risky rate rise may force the government to delay elections. Page 6

Tele Danmark, Danish national telephone company controlled by Amertech, has named former finance minister Henning Dyrsgaard as chief executive. Page 17; Observer, Page 13

Heineken, Dutch brewer, has expanded its share of Poland's beer market to more than a third with a takeover of Australian-owned Ebrewery. Page 17

Procter & Gamble, US consumer products group, is to invest £100m (\$164m) in a new tissues and towels factory in the northern English city of Manchester. Page 12

Leading international banks are to test new currency indices that could transform the \$1,200bn a day forex market. Page 15

Thailand's cabinet approved a scaled-down plan to sell 20 per cent of its stake in state airline Thai Airways International on the Bangkok stock market. Page 6

World Equity Markets

The latest trends and data from more than 50 national markets at a glance. Page 35

Brussels set to support end to ban on British beef exports

Proposals follow from EU approval of separate scheme for Northern Ireland

By Michael Smith in Brussels

The European Commission is today expected to back an end to a worldwide ban on British beef exports, lifting hopes that overseas sales can resume as early as the autumn.

The 20 members of the college of commissioners will emphasise the high priority they place on ending the ban by forwarding proposals for sales of cattle born after August 1996 to a specially convened meeting of the EU's influential standing veterinary committee on Friday.

The moves follow EU approval for a separate scheme allowing Northern Ireland to resume beef exports from the beginning of this month.

Under the proposals likely to be backed today, most of Britain's 6m-strong beef herd would be eligible for export. Sales of meat would not be allowed from cattle over 30 months old.

The ban was imposed in March 1996 following evidence suggesting a link between BSE, mad cow disease, and CJD, a similarly fatal disease affecting humans. Before the ban, Britain was exporting beef worth over £5bn a year.

The UK has always argued that the ban was unjustified. Since its imposition, the government has adopted a series of measures to eradicate BSE, including the slaughter of 3m cattle and a prohibition on the sale of "specified" cattle parts, including brains.

Jack Cunningham, agriculture minister, has told the UK's European partners that British beef is among the safest in the world.

The support of the commissioners, who act as the EU's execu-

tive, is vital to the UK's campaign to overturn the ban.

However, EU agriculture officials who drew up the scheme to end the ban and the British government must now persuade other countries that UK beef is safe.

Theoretically it is possible that Friday's standing veterinary committee, made up of member state veterinary experts, could approve the scheme by a qualified majority, removing the need for the issue to go to farm ministers.

However, this is thought to be extremely unlikely. Britain's BSE problems have caused widespread concern throughout Europe. Germany is unlikely to support lifting the ban until after elections there in late September. EU agriculture officials hope to have completed much of the technical work for the scheme by then, enabling an end to the ban to be implemented shortly afterwards.

Northern Ireland won early approval for exports because of a computerised tracing system that recorded the history of cattle herds over the past eight years.

For the mainland UK scheme, August 1996 has been chosen because it is the date when a ban on feeding meat and bone meal to animals, thought to be a cause of BSE, became fully effective.

Even if the ban is lifted later this year, the UK will have to fight hard to regain export markets, especially with the pound so high. Northern Ireland has yet to export its first beef and overseas sales are expected to start slowly.

Commodities, Page 25

China urges Japan to stabilise yen as Asian crisis bites

By James Kyong in Beijing and John Ridding in Hong Kong

China appealed to Japan yesterday to stabilise the yen as Beijing gave its most gloomy assessment yet of the impact of Asia's financial crisis on Chinese exports and inward investment.

Dai Xianglong, governor of the People's Bank of China, the central bank, said the influence of east Asia's crisis on China was "getting bigger and bigger".

"The economic adjustments in east Asia and the sluggish Japanese economy, in particular the depreciation of the yen, are having a very unfavourable effect on China's exports and [the country's] ability to attract foreign investment," said Mr Dai. "We hope the Japanese government will take effective measures to stabilise the yen."

He said the renminbi, China's currency, would be kept stable but did not repeat the previous official promise of no devaluation. Some analysts discerned in this subtle distinction a hint Beijing may be preparing to guide the renminbi gradually lower.

Chinese exports to Japan made up 17 per cent of the total last year.

Shares in mainland-controlled companies plunged on the Hong Kong stock market, underlining fears that the fall in the Japanese yen could force China to devalue.

The index for red-chips, Hong Kong-based subsidiaries of mainland enterprises, fell 8.6 per cent. H-shares, the Hong Kong-listings of mainland state-controlled

enterprises fell 6.6 per cent. The benchmark Hang Seng index also fell sharply, losing 2.2 per cent amid concerns that the weak yen would add to pressures on the territory's battered economy.

"Sentiment has been turning against China players, but the pressures came to a head today," said Steven Thompson, senior analyst at Nikko Research Centre in Hong Kong. "Investors were spooked by concerns over the renminbi."

During the day's trading in Tokyo, the Japanese currency touched ¥141.11 against the dollar, its weakest level for seven years. However, it later strengthened to ¥140.2 in New York.

A senior Chinese official, who declined to be identified, said the outlook for the yen and the Japanese economy figured in a flurry of policy meetings in Beijing. Scenarios on how China would be affected by the yen at 160, 170 and even 200 to the US dollar were being drawn up.

A multilateral effort led by the US to stabilise the yen may be needed at some time in the future, said the official.

"So far, devaluation of the renminbi is not being considered," the official said. "The biggest worry is that the Hong Kong dollar peg may be threatened if the yen falls even more sharply."

But the Hong Kong government said it is firmly committed to the peg, in spite of the prospect of deep recession and a protracted rise in interest rates.

Currencies, Page 25



Scots steel themselves to face soccer favourites Brazil

Rarely has a World Cup final opened with as strong a favourite as Brazil. They are defending champions, ranked top by Fifa and blessed with the world player of

the year in striker Ronaldo. It is difficult to see beyond a Brazilian win - a view accepted by Scotland coach Craig Brown who, minutes after the draw, conceded the group

would be about the scrabble for second place. Daily coverage of the World Cup begins today, Pages 8-9. Picture: PA

Credit Suisse First Boston to buy Banco Garantia

By William Lewis in New York and Geoff Dyer in São Paulo

Credit Suisse First Boston, the Swiss-American investment bank, will this week announce its latest acquisition - the takeover of Banco Garantia, Brazil's leading investment bank.

According to people close to the transaction, an announcement could come today. The value of the deal is said to exceed \$1bn, including funds set aside to retain important Garantia staff.

The acquisition will help CSFB to become Brazil's largest investment bank and reinforce its position as one of the world's leading investment banks. Last year CSFB acquired the European equities business of BZW, the investment banking arm of Barclays, the UK bank. Allen Wheat, CSFB's chairman and chief exec-

utive, recently said that he was "looking at all the options" regarding further acquisitions.

CSFB, owned by Credit Suisse, the Swiss bank, still requires regulatory approval from the Brazilian central bank, but that is expected to be granted this month.

CSFB's payment to Garantia is likely to be in cash and shares, and represents just under two times the book value of the Brazilian investment bank.

To clinch the deal with Garantia, CSFB saw off competition from two leading US investment banks - Goldman Sachs and Morgan Stanley Dean Witter.

Garantia has 19 partners and was modelled by its founders on Goldman Sachs. According to a recent report by Fitch IBCA, the ratings agency, 60 per cent of the bank's equity is in the hands of

four of the partners, some of whom are expected to retire following completion of the deal.

The firm has strong positions in equity and debt trading, foreign exchange, and mergers and acquisitions, which gives it close contacts with the largest Brazilian corporates. Until last year, Garantia was also considered to have the best proprietary trading operation in Brazil. However, it suffered heavy losses on its own positions during the Asian crisis, which forced it to launch a \$550m (\$43m) capital increase and ultimately prompted the search for a buyer.

Garantia is the first of the large Brazilian investment banks to lose its independence. In the past year three small firms have been acquired by SBC Warburg Dillon Read, Flemings of the UK and NationsBank of the US.

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WORLD MARKETS

STOCK MARKET INDICES		
New York: Dow Jones	9953.90	(-15.70)
NASDAQ Composite	1798.38	(+10.82)
London: FTSE 100	5760.03	(-10.08)
Hong Kong: Hang Seng	10420.00	(-226.40)
COMMODITIES		
Oil (Brent)	22.15	(-0.25)
Gold (London)	376.25	(-0.25)
CURRENCY RATES		
Dollar: New York	1.6325	
Yen: Tokyo	1.4020	
Yen: London	1.4020	
Yen: New York	1.4020	
Yen: Hong Kong	1.4020	
Yen: Shanghai	1.4020	
Yen: Beijing	1.4020	
Yen: Moscow	1.4020	
Yen: Seoul	1.4020	
Yen: Taipei	1.4020	
Yen: Manila	1.4020	
Yen: Jakarta	1.4020	
Yen: Singapore	1.4020	
Yen: Kuala Lumpur	1.4020	
Yen: Bangkok	1.4020	
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Yen: French Guiana	1.4020	
Yen: Martinique	1.4020	
Yen: Guadeloupe	1.4020	
Yen: Saint Martin	1.4020	
Yen: Saint Pierre	1.4020	
Yen: Réunion	1.4020	
Yen: Mayotte	1.4020	
Yen: Comoros	1.4020	
Yen: Madagascar	1.4020	
Yen: Mauritius	1.4020	
Yen: Seychelles	1.4020	
Yen: Zimbabwe	1.4020	
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Yen: Lesotho	1.4020	
Yen: Mozambique	1.4020	
Yen: Angola	1.4020	
Yen: Namibia	1.4020	
Yen: Botswana	1.4020	
Yen: South Africa	1.4020	
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Yen: Mozambique	1.4020	
Yen: Angola	1.4020	

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WORLD NEWS

EUROPE

Air France pilots stay out for the Cup

By Robert Graham and David Owen in Paris

Defiant Air France pilots yesterday refused to call off their nine-day-old strike, ensuring that the bulk of the airline's fleet will remain grounded for the initial stages of the soccer World Cup, which begins today.

"We are more determined than ever to stick by our position," the SNPL, the main pilots' union, said yesterday after a meeting to sound the mood of members. The union had made no

fresh attempt to restart negotiations.

Jean-Cyril Spinetta, the head of the state-controlled company, is preparing a special board meeting to alter its statutes to permit the direct imposition of new salary scales that would create annual savings of FF500m (\$84m). The meeting is likely to be delayed until Saturday to allow the opportunity for talks.

"The management knows that if it changes the statutes to impose a new salary grid this will cause an irre-

parable break with us," SNPL warned.

Both Air France management and the Socialist-led government are taking a firm stand. They are banking upon lack of public support for the pilots and so far the government has discounted a moratorium on the restructuring plan to get the 3,200 pilots back to work during France '98.

Although the stoppage will have little impact on increased passenger traffic for the World Cup, it is a serious national embarrass-

ment. Air France is the official carrier for the tournament and still has two-thirds of its fleet grounded, incurring direct losses of more than FF100m a day.

Airline officials say it will take a good 48 hours to restore full operations once any deal is reached. However, 160 special flights carrying the 32 teams during the competition will go ahead, and striking pilots have offered special flights for supporters with tickets - a suggestion Air France has ruled out as impractical.

Most travellers have been able to reach France in time for the opening game today. During the competition they can rely on France's efficient fast train (TGV) network.

SNCF, the French railway company, said it expected a total of 1m passengers over the next five weeks of France '98, with 130 TGVs specially hired - mainly by Japanese and Brazilian groups. Although one of the train drivers' unions is due to strike today and at other times during the Cup, SNCF expects the action will affect

only some regional trains and will have no impact on football supporters.

Paris was invaded last night by Brazilian and Scottish supporters before the match between the two countries at the Stade de France today.

The city staged a spectacular parade to the Place de la Concorde with a sound and light extravaganza billed "As grand as the gods of the football field".

World Cup, Page 8
See Editorial Comment

'Turnaround' in Germany's unemployment

By Peter Norman in Bonn

Unemployment in Germany fell sharply last month, bringing the seasonally unadjusted total below the previous year's level for the first time since August 1995.

On a seasonally adjusted basis, unemployment fell in May by 60,000 to 4.32m. The decline, which was divided equally between west and east Germany, trimmed the national unemployment rate to 11.2 per cent of the working population from 11.3 per cent in April.

The widely-leaked unadjusted "headline" figure fell by 223,400 to 4.2m last month, the federal labour office reported yesterday. It was thus well down on January's record 4.82m and 58,300 below the May 1997 level.

The unadjusted jobless rate fell to 10.9 per cent last month from 11.4 per cent in April and 11.1 per cent in May last year.

Bernhard Jagoda, the labour office president, said the May data marked a "turnaround" in western Germany's labour market, while there were some "signs of light" in the east. But he said the improvements in the former communist east mainly reflected government make-work schemes and warned that yesterday's news gave no grounds for relaxation.

Helmut Kohl, the chancellor, said the May jobs fell was "very pleasing". Günter Rexrodt, the economics minister, said the figures showed increased investment was now creating jobs.

He predicted a drop in average unemployment this year and that the year-end jobless total would be about 300,000 below the 4.52m of December last year.

By contrast, Othmar Schreiner, for the opposition Social Democrats, said yesterday's data gave "no reason for premature rejoicing" and pointed out that total employment, at 33.55m in March, was 208,000 down on March last year. For the fifth successive month, unemployed staged demonstrations in large industrial cities to coincide with the news.

Yesterday's seasonally adjusted data put unemployment in eastern Germany at 18.7 per cent, twice west Germany's 9.4 per cent rate.

Germany's jobless rate from 19.1 per cent in April, the Berlin-based DIW economic research institute warned there was little sign that an upturn in the economy would bring a marked improvement in the region.

Separately, the Bonn economics ministry announced a 0.6 per cent seasonally adjusted drop in industrial output in April from March, but on the basis of March figures that had been revised to show a 0.8 per cent increase instead of the 1 per cent fall reported a month ago.

Taking data for March and April combined, there was a 0.5 per cent rise in production compared with January and February, and a 5.8 per cent rise compared with March and April last year.

ECB will go for monetary targets

By Wolfgang Münchau in Frankfurt

Wim Duisenberg, president of the European Central Bank, gave the clearest hint yet yesterday that he would follow in the Bundesbank's footsteps and advocate a policy of monetary targeting to achieve stability in the euro-zone.

Speaking at the first press conference since the ECB was launched at the start of this month, Mr Duisenberg confirmed he had "no plans to make a public inflation forecast" for the euro-zone or for individual members.

His comments suggest that UK-style inflation targeting - under which the central bank sets interest rates to meet a specific inflation rate - is unlikely to emerge as the chosen monetary policy instrument.

It was previously assumed that the ECB might initially opt for a mix of the two strategies, because of criticisms that monetary data may not be sufficiently reliable during the transition period of economic and monetary union.

Hans Thielemeier, president of the Bundesbank, said this week that he hoped monetary targeting would be firmly entrenched as the main plank of the ECB's policy.

Mr Duisenberg also confirmed yesterday that the ECB would hold between 10 per cent and 15 per cent of its foreign currency reserves in the form of gold.

He made his comments after the first meeting of the ECB's governing council, which consists of the central bank's six-member directorate and the 11 central bank governors of participating countries.

The council will not set interest rates until the formal start of the euro next year. But at its inaugural session yesterday it also sanctioned the appointment of 53 key staff, including 49 from the European Monetary Institute, its forerunner.

One of the few outside appointments is that of Manfred Kober, the Bundesbank's external relations director, to the same position at the ECB. This reflects the Bundesbank's influence in the ECB and signals an attempt to demonstrate continuity between the two institutions.

The council, which is to meet on the first Tuesday of each month, also set the capital shares in the ECB of each of the 11 national central banks. The Bundesbank will be the largest shareholder, accounting for 24.41 per cent, followed by the Bank of France with 16.87 per cent and the Bank of Italy with 14.96 per cent.

Crisis? What crisis? asks the Russian in the street

There is a significant gulf between the real economy and the problems of the financial markets, says John Thornhill

Alexandra Mayorova, a weather-beaten babushka from the town of Kaluga, south-west of Moscow, cannot understand all the recent fuss about a financial crisis in Russia. For her, nothing has changed for years.

"It is just noise above our heads," she says dismissively, standing on a street corner selling bedraggled bunches of sorrel. "They can say there is a crisis or there is not a crisis. It is all the same to me."

Every week, Mrs Mayorova gathers the vegetables in her garden and travels to Moscow to try to earn enough money to support her bed-ridden 71-year-old husband and her jobless son. She says the pension she receives after working 39 years on the railways is not enough to live on. Besides, it is rarely paid on time.

"It is impossible to live this way any more. I was only six years old when the war started but even then I remember that life was better than this is now."

For Mrs Mayorova and the one in five Russians who earn less than the officially-defined minimum subsistence wage - it is difficult to imagine that the financial position could grow any worse. Mrs Mayorova has no bank savings. She has no US dollars. The markets' gyrations over the past few weeks have had no impact on her daily life.

This gulf between Russia's

financial markets and the real economy is often counted as one of the chief weaknesses of the capitalist transition. The financial markets are still too undeveloped to fulfil one of their most basic functions: to channel the nation's savings into investments to promote economic growth and raise living standards.

Ironically, though, it is the markets' very immaturity that has helped the government survive the latest crisis. The central bank was able to triple interest rates temporarily to 180 per cent to defend the rouble (and then lower them again to 60 per cent last week) knowing it would have little effect on the underlying economy - apart from raising its own cost of borrowing.

Bank lending to the real sector amounts to less than 10 per cent of gross domestic product compared with a ratio of 100 per cent in many western countries. There is still no mortgage market in Russia worthy of the name.

Moreover, this year's 47 per cent slump in share prices has had little impact on the general population. The stock market is dominated by foreign investors and big domestic banks and does not produce any widespread "wealth (or poverty) effect" as is so conspicuously the case in the US.

"In this crisis situation of the Russian economy are not so bad," says Pavel Teplukhin, president of Troika Dialog Asset Management, a Moscow-based fund management group.

"Economists know that there is a very dangerous financial crisis building up in the country but most Russians have not really noticed. Russians are much more confident about the rouble than international investors. All this screaming about a devaluation is coming from abroad."

Mr Teplukhin's assertion certainly seems to be borne out by the shoppers at Ramstore, a giant hypermarket in the suburbs, where middle-class Muscovites merrily flock past its 30 hills seemingly oblivious to any threat to their prosperity.

A teller at the store's currency exchange bureau reports there has been no surge in customers wanting to buy dollars. A manager says sales have held up particularly well in recent days as shoppers have stocked up on charcoal, meats, and vegetables as they head out to their dachas.

"This crisis has not had any influence on us so far," the store manager says. "President Boris Yeltsin is trying to stop the crisis by squeezing extra taxes from Gazprom and the oil companies to pay the oil lenders. But that does not influence the salaries of Muscovites so the situation is still okay."

Boris Nemtsov, deputy prime minister, says the government has so far suc-

ceeded in defending the rouble and preventing panic. This crisis "is like a typhoon in the Far East. It is terrifying to watch it but for the citizen it is simply some news, albeit unpleasant, which has little real effect."

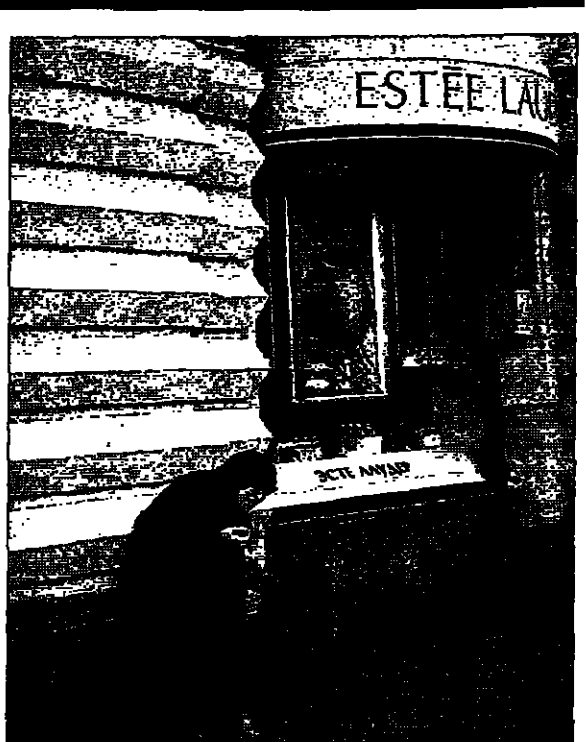
But Mr Nemtsov says the current high interest regime will have longer-term social consequences by delaying economic growth and stalling job creation.

Any devaluation of the rouble would also lead to a surge in the prices of imported consumer goods on which Russia's big cities are now so heavily reliant.

But, for the moment, it is the very lack of a sense of crisis among the better off that could hamper the government's fight to resolve its financial problems.

In particular, Moscow's 9m residents, the most conspicuous beneficiaries of the country's market reforms, seem little inclined to shoulder more of the financial burden themselves by paying more taxes - especially as their populist mayor, Yuri Luzhkov, is readying himself for a presidential bid in 2000.

Valentin Glinitsky, a thoughtful pensioner who is watching his grandson build Lego castles outside the Ramstore hypermarket, says few Muscovites accept the urgency of making sacrifices. "Muscovites are still not ready to accept that we will have to live a little less well if the rest of Russia is to live any better," he says, regretfully.



The real economy: a woman begs on a Moscow street. Paris

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Euro-zone will see falling car prices

Living with the euro

The new currency will open up price transparency in EU markets, report John Griffiths and Haig Simonian

For Europe's hard-pressed carmakers, the arrival of the euro ranks with the expiry in 1999 of the "gentleman's agreement" limiting Japanese imports as a headache they can do without.

The euro will open the door to price transparency in the 11 countries adopting the common currency. It will also raise questions about reorganising dealer networks, and it could affect how and where manufacturers make cars and buy components.

A common currency "is likely to be the next catalyst for price convergence," said Garel Rhys, professor of motor industry economics at Cardiff Business School. Convergence has been under way for some time, independently of exchange rates, price variations narrowed by nearly 40 per cent since 1993, he argued.

The problem for carmakers is that, with overcapacity of at least 30 per cent, prices are likely to drift down in the euro-zone. In

some smaller markets where prices are exceptionally low, such as Belgium and Luxembourg, prices may edge up but the weighted average, including bigger markets, is set to sink.

Customers will be able to compare prices and, if they wish, buy wherever is cheapest. "Nothing can be hidden," said Charles Hunter-Pearse, vice-president of network development at Volvo Cars Europe.

But there will be no general move to euro pricing from January 1, 1999. Manufacturers have done well out of regional variations and have no wish to accelerate transparency. In the UK, Ford has used its market dominance to price high. Others have preferred to use its prices as benchmarks to allow higher margins.

The second factor constraining uniform pricing is that, while the euro becomes usable as a unit of account next year, it will not circulate as the only legal tender until July 2002. "So pricing in euros as a standard, trans-

parent practice will not come for several years," said Prof Rhys. Even then, differences in national taxation will mean significant divergence. Denmark, Finland and, to a lesser extent, the Netherlands, all put high taxes on car ownership.

"That will continue to distort the market," noted Mr Hunter-Pearse.

Differential tax rates mean carmakers may still tend to cross-subsidise markets at the pre-tax level to make their cars affordable in high-tax countries. Tax differentials have been one of the motor industry's most powerful defences against European Commission pressure to harmonise prices.

But eventually, even tax differentials are likely to be eroded by cross-border arbitrage. The Commission's fine of £500,000 (\$11m) on Volkswagen for obstructing cross-border purchasing fired a clear warning to carmakers that obstructing cross-border trade would be dealt with severely.

But the UK and Ireland

will always face an additional pricing distortion because of cost arguments over right-hand drive versus left-hand drive in continental Europe.

Price convergence could in time prompt carmakers to re-examine dealer networks. Currency risks and bureaucratic barriers have hindered cross-border trade in the past, irrespective of potential savings. Remove the disincentives, however, and a buyer in Italy's Alto Adige may prefer to shop in Innsbruck than, say, Bolzano. Such new affinities could force manufacturers to redraw dealer and distribution territories.

The euro also has big implications for manufacturing and components, with decisions becoming based principally on productivity considerations, rather than other factors. "It will not be possible to hide behind a weak economy with devaluations," argued Prof Rhys.

Manufacturers should be able to plan production and component strategies more consistently and over a longer time. Car and truck-makers should also be able to put in place more perma-

nent and orderly supply chains of components on the basis of the best combinations of cost and quality.

However, most supply contracts last several years and long-term partnerships between car makers and parts suppliers are becoming the norm. So here, too, the changes will be gradual.

All this holds good for production and sales within the EU. But car manufacturing is a global business, so if the euro were to climb against currencies such as the dollar there would be risks for the EU industry's competitiveness. Japan, and the damage done to its domestic production by the long ascent of the yen, provides a chilling example. This would be not so important to companies such as Peugeot and Fiat, whose revenues are still heavily Europe-oriented.

But the UK, as the only big EU car manufacturing country outside the euro-zone, is more vulnerable. Much of its exports, such as Land Rovers, are destined for outside Europe. So keeping sterling out of the first phase of EMU is probably good for the UK industry. "At least, it doesn't do it any harm to have the luxury of time," said Prof Rhys.

Europe backs my crusade, says Blair

By Lionel Barber in Brussels

Britain's crusade for economic reform has transformed the political debate in Europe, Tony Blair, the prime minister, said yesterday. He said the European Union was moving Britain's way, with governments stressing employability, reform of the welfare state and a Union closer to the citizen.

Mr Blair cited this week's Franco-German initiative calling for a decentralised Europe which would respect political and cultural diversity.

Speaking to British corre-

spondents in Brussels ahead of next week's EU summit in Cardiff, the prime minister sounded confident and relaxed. The sole moment of tension came when he was asked whether Britain's influence would wane as a result of his government's decision to stay out of the first wave of countries joining economic and monetary union.

"There has to be an element of common sense... It is obvious that if you stay outside, then you will have less influence over monetary union. That is a choice we have made."

Mr Blair said the Franco-

German statement this week correctly identified the need to reconsider the balance between decision-making at EU, national and regional level. In areas such as foreign policy, the environment and the fight against organised crime, he said the 15 EU members should act collectively. But on matters such as employment policy, a "lighter" approach was more effective, with countries applying peer pressure rather than EU legislation.

Some countries have criticised the British presidency during the past six months for tilting toward the US during the crisis over UN

weapons inspections in Iraq and ignoring the interests of smaller countries, but Mr Blair vigorously defended the UK's record.

He cautioned against pushing decentralisation so far that it undermined the authority of the European Commission. "You need a strong Commission to push through things like the single market."

On enlargement, Mr Blair said he intended to press for a firm timetable at Cardiff for wrapping up negotiations on the reform of the Common Agricultural Policy, regional aid and the EU budget - the precondition for

admitting new members.

The target date would most likely be in March 1999 before European Parliament elections in June, EU diplomats said.

Mr Blair also gave cautious support for a short constitutional conference next year on reform of the EU's institutions, the balance of power between small and larger countries, and an extension of majority voting.

The prime minister clearly hopes that economic reform - or what he calls the "third way" between state intervention and laissez-faire deregulation - will take centre stage at Cardiff.

Deutsche Telekom set for clash

Deutsche Telekom, the German telecoms company, is on track for a fresh confrontation with the national telecoms regulator. Yesterday, it increased the price it wants to charge competitors for unconditional access to the "last mile" into customers' houses.

The regulator had already rejected a price of DM28.80 (\$16.10) a month and set a temporary charge of 20.65. But Deutsche Telekom said its revised calculations showed a price of DM47.26 was justified. At the very least, using less favourable accounting rules, it reckoned a price of DM38.19 was needed. The regulator has until mid-August to decide.

Deutsche Telekom has said the terms on which a deal is finally struck could have a significant impact on its results and dividend. Ralph Atkins, Bonn

SWISS LABOUR

Union rejects strike accord

Switzerland's most powerful trade union has refused to endorse the renewal of a labour relations agreement which has covered working conditions in the machinery manufacturing industry since the 1930s.

The SMUV has taken a more militant attitude because of mounting concern about job losses in Swiss industry and worries about working hours, which are longer in Switzerland than in any other industrialised country. The SMUV was one of the architects of a 1937 agreement which ruled out the use of strikes as a collective bargaining weapon.

The agreement is due for renewal on July 1. It has been renewed at five yearly intervals by all of the unions and is often cited as the reason why Switzerland has the best strike free record of any developed economy. William Hall, Zurich

Yeltsin war strikes on S

EBRD buys stake in Czee

SIEMENS NIXDORF

Before your system wilts...

Sieme

EUROPE

Yeltsin wary over strikes on Serbs

By Ralph Atkins in Bonn

President Boris Yeltsin of Russia warned western governments yesterday that military intervention by outside powers could intensify the crisis in Serbia's Kosovo province and trigger wider unrest across the Balkans.

But he signalled a determination to use Russia's influence with President Slobodan Milosevic of Yugoslavia to push diplomatic attempts for a solution to what is rapidly evolving into Europe's worst security problem since the 1992-95 Bosnian war.

Speaking after two days of talks with German government ministers in Bonn, Mr Yeltsin highlighted Russia's reservations about a possible western military strike against Serbian targets.

The involvement of outside powers would be "dangerous" and "would lead to the crisis escalating" across the Balkans, with unpredictable consequences for the whole of Europe, Mr Yeltsin said.

Despite his warning, German and other western officials said Nato would go ahead with preparations for possible military action in order to contain the crisis, which has already seen more than 10,000 ethnic Albanian refugees flee Kosovo.

"We believe that the time is ripe and we feel an urgent need to act in the alliance," Volker Rühe, Germany's defence minister, said. "How long can we regard this as an internal matter? How many people must they kill?"

About 250 people have died this year in a conflict which pits Mr Milosevic's Serbian nationalist, ex-Communist government against ethnic Albanians who form the majority of Kosovo's population and want independence for their province.

Yugoslavia's foreign minister, Zivadin Jovanovic, made clear yesterday that his government was in no mood for compromise when, speaking in Istanbul, he denounced a European Union ban on investments in Serbia as "unnecessary, unprovoked and negative".

The Belgrade authorities see Kosovo as an internal problem and contend that western countries, which do not officially support Kosovo's independence, are unwittingly aiding the seces-



Serb special forces police on patrol in the outskirts of Decani in Kosovo province yesterday

sionists by adopting such a tough anti-Serbian line.

Russia is reluctant to endorse western military action in the Balkans, partly because it dislikes the idea that Nato should think itself free to throw around its weight in hot spots near Russia's western flank.

The Kremlin also fears that if western military action resulted in Kosovo's independence, there could be

serious destabilising consequences in Chechnya, which wants independence from Moscow, and other restive Russian republics.

However, Mr Yeltsin promised Chancellor Helmut Kohl yesterday that "we will work together in this area".

Mr Yeltsin also said he would seek a meeting with Mr Milosevic, and did not rule out that Russia might add to the diplomatic pres-

sure on Serbia to grant greater autonomy to Kosovo. During the meetings in Bonn, Moscow made clear that it attached importance to the involvement of the United Nations Security Council.

Britain is sponsoring a council resolution that would authorise eventual military intervention.

See Comment & Analysis

POLISH ECONOMY BALANCED BUDGET IN SIGHT

Crisis fears dismissed by Warsaw

By Stefan Wagstyl and Christopher Bobinski in Warsaw

Leszek Balcerowicz, the Polish finance minister, has dismissed investors' fears that the country might suffer a Russian-style financial crisis.

"The conditions in Poland are completely different from those in Russia. Also, we have taken steps to prevent a crisis developing," he said in an FT interview.

Mr Balcerowicz was speaking in the wake of a sharp fall in the Polish stock market after Russian bonds and equities plunged in May.

The Warsaw Stock Exchange's general index dropped 19 per cent in May to 14,551, its lowest level this year, on concern that the Russian crisis might prompt foreign fund managers to reduce their exposure in other eastern European countries. It has since recovered about one-third of its losses and closed yesterday down 273.3 at 15,027.8.

Mr Balcerowicz said there were "big differences" between Poland and Russia. Russia had severe difficulties in collecting taxes and financing government spending, but Poland was on track to achieve a balanced budget in four years.

Mr Balcerowicz, who is also deputy prime minister in the coalition government, conceded the current account deficit would expand this year from 3.5 per cent in 1997 to an expected level not exceeding 4 per cent. But the gap between the growth rates in imports and exports had been cut, thanks to interest rate increases and other steps taken last year to cool domestic demand. "The current account will stabilise at safe levels," he said.

Mr Balcerowicz expects to start discussions later this month with other ministers

on next year's budget. His Freedom Union (UW), the minority partner in the government, is committed to cutting government borrowing and promoting market-oriented policies.

But he is expected to come under pressure to relax the purse strings somewhat from Solidarity Electoral Action (AWS), which dominates the coalition. Mr Balcerowicz said he was looking to speed up privatisation to help finance some extra spending, including planned reforms to the pension system which are due to be introduced in January.

'Conditions in Poland are completely different from in Russia' - Leszek Balcerowicz

Mr Balcerowicz forecast that, given continued good economic conditions in western countries, Poland would achieve gross domestic product growth of about 6 per cent in 1998 and 1999, in line with the government's medium term plan.

Meanwhile, inflation was falling and would meet the government's aim of reaching 9.8 per cent by the end of the year, down from 13.2 per cent at the end of 1997.

Mr Balcerowicz said this would create space for the Polish National Bank, the central bank, to cut interest rates further, after two recent reductions.

The bank cut its widely-watched intervention rate by 1 percentage point in April and 1.5 percentage points last month, but it still stands at 21.5 per cent.

EBRD buys 11.8% stake in Czech bank

By Robert Anderson in Prague

The European Bank for Reconstruction and Development (EBRD) proved its commitment to Czech bank privatisation yesterday by buying an 11.8 per cent stake in Ceska Sportelna, the dominant state-owned retail bank, for K22.5bn (\$75m).

The EBRD also announced that its board had approved the purchase of a 30 per cent stake in the failed bank Agrobanka, which the central bank is selling to GE Capital of the US.

It said that it was likely to take a shareholding during the privatisation of either Ceskoslovenska Obchodni Bank (CSOB), the former foreign trade bank, or Komerční Banka, the main commercial bank.

The Ceska Sportelna transaction is the EBRD's single largest equity investment in a financial institution in central and east Europe and its first equity

investment in a Czech bank. The EBRD, which has sometimes been accused of doing too little in the Czech Republic, has previously announced that it plans to spend Ecu200m-Ecu300m (\$244m-\$377m) in the Czech banking sector as a whole.

David Hexter, deputy vice-president of the EBRD, said the sale would solidify and make transparent the ownership structure of the bank, in which the only big shareholder was the state with 45 per cent, and assist its full privatisation.

"We look at this as the first stage in the change in shareholder structure of Ceska Sportelna," he said. Ceska Sportelna put together the 3m share package and sold them, at a premium, to the EBRD for around K2277 a share. Yesterday Ceska Sportelna shares closed up K113 at K228.

Maria Luisa Cicognani, the EBRD's principal banker,

said the EBRD would consider increasing its shareholding during the bank's full privatisation, or it may sell out to the investors who buy the at least 34 per cent stake the government has put up for sale.

The outgoing government of Josef Trosky, the caretaker prime minister, has already placed advertisements asking for expressions of interest in the sale of CSOB, and plans to do the same for Ceska Sportelna and Komerční by the end of next month.

However, the Social Democrats, who are leading in opinion polls ahead of next week's election, have said that they would like to delay privatisation of Ceska Sportelna and Komerční until at least 2000.

Ceska Sportelna could even be the last bank to be sold because, with most Czechs having accounts there, it has extra political sensitivity.

EU moves towards regional aid accord

By Brian Green in Glasgow

The European Union made progress yesterday towards agreeing controversial regional aid reforms, but pleas for special treatment by individual states mean it faces a hard task to reach an accord by the informal deadline of next spring.

Regional policy ministers meeting in Glasgow gave a warmer welcome to the European Commission's proposals than member-states had offered so far.

"There were much more positive statements on the package," said Monika Wulf-Mathies, EU regional affairs commissioner. "National interests are still, of course, one of the contentious points for future negotiations."

The EU awards regional aid, which accounts for one-third of its budget, in an attempt to reduce the gap between rich and poor areas.

The Commission wants to freeze regional aid at 0.46 per

cent of EU gross domestic product in 2000-2006; cut the number of categories from seven to three; and reduce the proportion of population covered from 51 per cent to between 35 per cent and 40 per cent.

Problems in agreeing reforms could jeopardise a wider EU budget deal, which could in turn delay enlargement of the EU into central and eastern Europe.

Although some members argued that funding should be further reduced, the special cases advanced would increase it sharply.

Mrs Wulf-Mathies was pleased that ministers agreed not just on deadlines for decision-making, but on the principle of concentrating aid on the most deprived areas. She said there was a "broad majority in favour of better control and more efficient management".

Members have been happy with proposals to simplify schemes and devolve man-

agement to regional partnerships, but reluctant to allow the Commission the degree of detailed control it seeks to ensure accountability.

Margaret Beckett, UK trade and industry secretary, who chaired yesterday's meeting, said cutting red tape would "free resources and offer potential benefits to local people across Europe. It is a natural step to wider reform."

She said Britain would press for a "fairer" share-out of funds, even though a safety net for member-states will limit its losses.

Differences between north and south were still apparent. Greece said the EU budget was not big enough, but the Netherlands said 0.46 per cent should be a ceiling rather than a target.

Six countries, including Germany, France and Sweden, objected to proposals to reduce the coverage of state aid to industry and bring it into line with regional aid.

SIEMENS NIXDORF



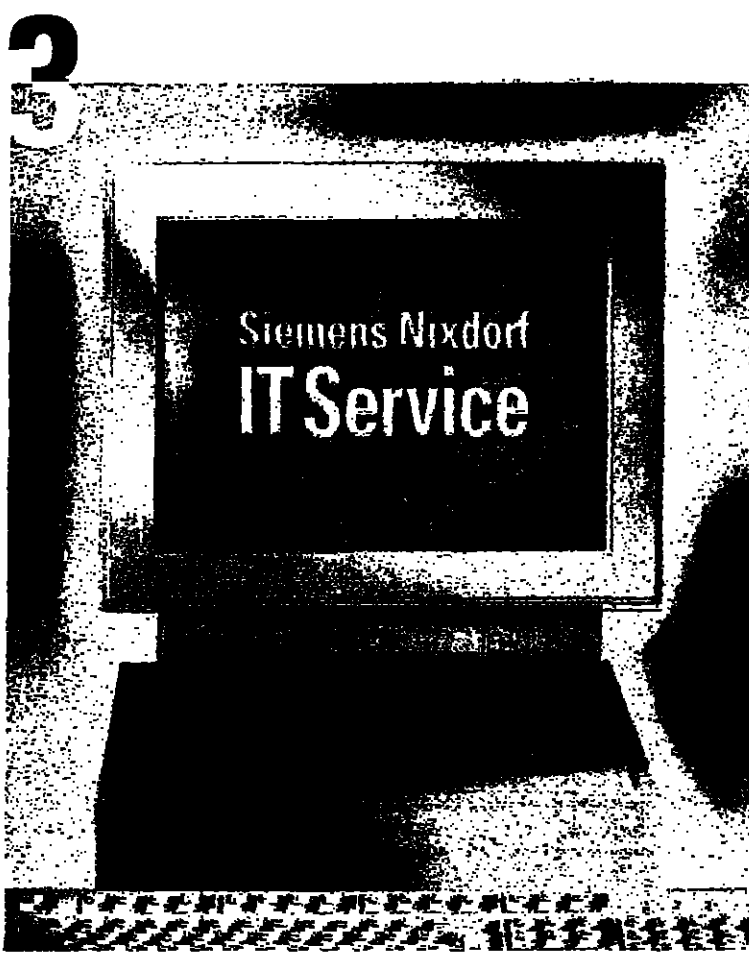
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INTERNATIONAL

ABDUSALAM ABUBAKAR INITIAL REACTIONS HOLD OUT HOPE THAT THE NEW LEADER COULD PRESIDE OVER A RETURN TO CIVILIAN RULE

Cool professional soldier takes control in Nigeria

By Michael Holmes, Africa Editor, in London

As the usually hardbitten and cynical Nigerian newspaper editor listed the virtues of General Abdusalam Abubakar, his country's new military leader, it seemed as if he had gone soft on the soldiers.

Gen Abubakar, he said, was that rare figure among the top military brass: quiet spoken, bespectacled and modest, who dispensed with the pompousness of security that surrounds his colleagues.

Then came an aside: "And his health is not good."

The implication was clear. If 100m Nigerians impatient for democracy fail to limit his term in office, then Nature will.

Although the comments may smack of wishful thinking, initial reactions hold out some hope that the new military leader, sworn in yesterday, could preside over a return to the civilian

rule promised but not delivered by General Sani Abacha.

Unlike his predecessor, buried in Kano on Monday, whose narrow vision of the world was reinforced by his reluctance to spend much time away from his presidential redoubt in the capital, Abuja, Gen

'He rose to the top without holding political office'

Abubakar may have a wider perspective.

Like many of the men who have dominated the armed forces over the years, Gen Abubakar - who turns 56 next week - has his roots in the country's Moslem dominated north.

Brought up in Minna, near the home of his friend and former military leader, Gen

Ibrahim Babangida, he began his career in the air force in 1963, before switching to the army.

He won his spurs in the Biafra civil war in the late 1960s, when more than 1m people died during the attempt of the south-east of Nigeria to secede.

"He is jovial, cool under pressure, matured, well-respected and calculated," the independent Thisday newspaper said. "He is one of the few Nigerian generals who rose to the top without holding political office."

Two military training courses in the US in the mid-1970s, and a further spell in Britain, coupled with service in the UN peacekeeping force in Lebanon in the early 1980s turned him into one of the country's most respected soldiers, say colleagues. "A professional without airs," as one put it.

When Gen Abacha seized power in 1998 after the aborted presidential elections intended to return



Abdusalam Abubakar, Nigeria's new leader, is described as 'cool under pressure and calculated' AP

the country to civilian rule, he turned to Gen Abubakar for the sensitive position of chief of defence staff.

Gen Abubakar survived the purges and reshuffles that marked the Abacha years, keeping a low profile. And while senior officers were either retired or

arrested, Gen Abubakar remained by Abacha's side.

Now in office, he may well call on the advice of another survivor - Gen Babangida, whom he joined at Gen Abacha's burial at his northern hometown of Kano.

He may need all the help he can get, having taken on the

high risk job as the ninth soldier to lead Nigeria since independence in 1960.

Gen Abubakar is married to Amina, a high court judge. He has three daughters and two sons.

Africa's 500th birthday Editorial comment, Page 15

Oil companies are keeping a careful watch

By Robert Corzine

Foreign oil companies operating in Nigeria yesterday said they were "watching and awaiting developments," but that operations in Africa's biggest oil producing country had so far not been affected by the death of General Sani Abacha.

Royal Dutch/Shell, which accounts for about half Nigeria's output of 2.18m barrels a day, said the main oil producing region around the Niger Delta appeared to be quiet, although the company's staff was monitoring the situation closely. "Shell will continue to work with Nigeria," said a spokesman.

Mobil of the US said it too was "watching events, but our operations have not been impacted and we don't expect them to be."

Nigerian domestic politics have long been a touchy subject for foreign oil companies, and their reticence to speculate about the future is not surprising. But the internal debate within the companies is likely to be lively, say industry analysts, who note that Gen Abacha's influence on the industry was large.

One uncertainty is how the minority tribes in the oil producing regions, such as the Ogoni, will react to events. In 1995 Gen Abacha ordered the execution of Ogoni activists, and a number are still imprisoned.

Many residents of the Delta have persistently complained that little money has flowed back into the region from central government coffers. In recent years Shell in particular has been subjected to dozens of "community actions", ranging from demonstrations to the abduction of oil company staff and occupation of installations.

The foreign companies will also be keen to learn whether a change at the top will result in changes at the oil and finance ministries, which between them decide the annual budgets of joint ventures between the Nigerian National Petroleum Corporation and the individual foreign companies. Nigeria has set a 3m b/d production target by 2002, but the foreign companies say the government has failed to make enough money available to fund such an ambitious expansion.

Hurt pride becomes factor in border war

Ethiopian and Eritrean troops are embroiled in some of the most serious fighting yet in their month-long conflict

By Michael Wrong in Senafe, southern Eritrea

The winding road from Asmara to Senafe, the last big town before you hit the border, is a normally busy thoroughfare of trucks heading north with grain from Ethiopia and south to Addis Ababa with fuel from the Eritrean port of Massawa.

But yesterday, the hairpin route through the craggy mountain range was quiet, apart from a few buses and the odd camel.

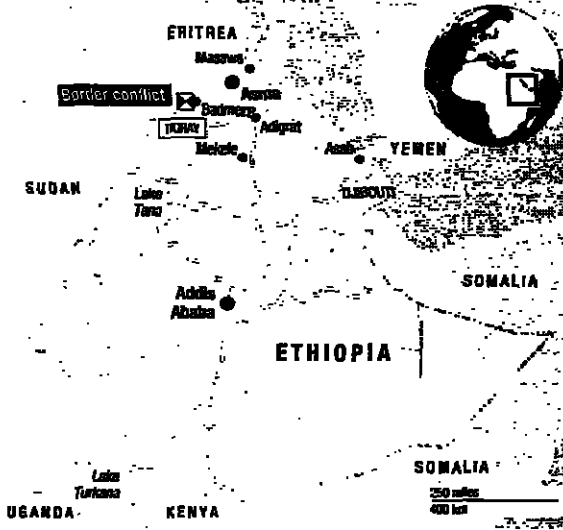
The dull boom echoing off Senafe's dramatic rock formations explained why: just 25km to the south, Ethiopian and Eritrean troops were embroiled in some of the most serious ground fighting yet in their one-month conflict.

The clash, taking place behind a military checkpoint closed to journalists "for their own safety", began at dawn and, according to the Eritreans, was successfully repulsed.

If their claim that it was initiated by the Ethiopians is to be believed, and this war has been characterised by completely contradictory statements from both sides, that attack may have been launched to restore hurt Ethiopian pride.

Over the weekend, Ethiopian newspapers had asserted that Addis Ababa had reconquered the frontier town of Zalambessa, which straddles the frontier - an assertion conclusively and embarrassingly disproved on Monday when journalists following the Eritrean army penetrated some 20km into Ethiopian territory.

Zalambessa itself is not generally cited as being in the frontier areas in dispute between the two countries.



However, it lies between two such zones, and no doubt because of its location on a key route, has become a site where military superiority is naturally asserted or denied.

In spite of continuing pressure to halt the fighting, including an appeal by President Bill Clinton, neither of these two notoriously intransigent leaderships looked set to reach a compromise yesterday.

While calling for direct talks in front of third party

Despite pressure to halt the fighting, neither side looks set to compromise

mediators, Eritrea's President Isaias Afewerki admitted that he expected the conflict to escalate.

In Addis Ababa, Meles Zenawi, Ethiopia's prime minister, lashed out at what he called "a pattern of provocation, a pattern of trying to draw out the process and consolidate their hold on our territory," on the Eritrean side.

With no apparent progress on the diplomatic front, the few remaining foreigners in Asmara were getting out

before a *de facto* blockade slapped by Ethiopia on Eritrea's air and sea links cut off its northern neighbour from the world.

An aircraft filled with 120 US, German, Egyptian and Ethiopian citizens was due to fly out this evening from an airport which had gone ominously quiet.

Their departure is certain to fuel the expectation in Asmara, where the sense of an undeclared siege is growing, that Ethiopia will take its revenge for its failure to

triumph on the ground, by carpet-bombing the city's civilian areas.

The idea of Ethiopia's air force targeting the capital of its closest ally would once have seemed unthinkable.

But since 44 people died last week in an Eritrean air strike on the northern Ethiopian town of Mekele - deaths the Eritreans say were the result of human error when aiming for Mekele airport - emotions in Addis Ababa are running high.

Repression of unions 'on the increase'

By Frances Williams in Geneva

Repression of trade union activities is increasing around the world, the International Confederation of Free Trade Unions says in its annual report on trade union rights published yesterday.

The ICFTU, the largest international trade union grouping representing 150m workers in 141 countries, says trade unionists are still being killed, imprisoned and intimidated 50 years after the Organisation adopted a convention upholding union

rights. It estimates 116 states are violating trade union rights.

It attributes the worsening trend, in part, to a clampdown on trade union action. It denounces the harmful effects of globalisation, such as exploitative working conditions in export processing zones.

Colombia has the worst record on trade union rights, accounting for more than half - 156 - of the 299 people murdered last year because of their union activities. The ICFTU blames most of the Colombian killings on paramilitary death squads.

Another 1,680 trade unionists around the globe were tortured or ill-treated, while 2,330 were detained. There were 3,270 recorded cases of intimidation, according to the report. Unions in 79 countries were subject to blatant interference with restrictions contrary to ILO conventions.

These included Norway, which has banned strikes in the oil industry, Germany which forbids civil servants to strike, and Australia which encouraged measures by port employers to break the power of the dock workers. In the US at least one in

10 workers campaigning to form a union is illegally sacked, the ICFTU claims.

Indonesia is cited for harassing the independent trade union SPBS, including throwing Mucktar Pakpahan, its leader, in jail. However, he was released last month after President Suharto stepped aside, and under international pressure the new government speedily ratified the 1948 ILO convention which enshrines the rights of workers to freely organise and join trade unions.

Addressing the ILO's annual conference in Geneva, Fahmi Idris, Indonesia's manpower minister, yesterday confirmed that his government would soon ratify three other key ILO conventions outlawing forced labour and discrimination in employment, and establishing a minimum working age.

The ICFTU yesterday called on General Abdusalam Abubakar, Nigeria's new ruler, to restore trade union freedoms, release jailed trade unionists and return the country to civilian rule. In March the ILO established a committee of inquiry on abuse of trade union rights in Nigeria.

Israeli opposition leader looks for alternative path to peace

Barak 'would not be blackmailed' by religious parties and 'would negotiate rather than impose' a settlement. Judy Dempsey reports

When Ehud Barak was elected leader of Israel's opposition Labour party just over a year ago, there were mixed feelings about his ability to unseat Benjamin Netanyahu as prime minister.

A former chief of staff and one of Israel's most decorated soldiers, Mr Barak could hardly match what he himself terms Mr Netanyahu's "master of spin" and "pretending".

In an interview with the FT, Mr Barak, 56, said it was time for Mr Netanyahu to push forward the peace process or else make way for a better government.

In some ways, Mr Netanyahu has, never looked weaker. He is increasingly beholden to the religious parties who hold the balance of power. He has slowed the peace process even though the majority of those questioned in recent opinion polls want Israel to pull back from the West Bank. He has damaged relations with the US, the European Union and Arab states because of what

they said is his intransigence on coming to a deal with the Palestinians.

Yet Mr Barak has failed to capitalise on Mr Netanyahu's failures and to make a decisive impact on opinion polls, in which they are roughly equal.

Some of Mr Barak's colleagues said this was because he is a reluctant leader of the peace camp. Others said he had failed to build a core leadership, a shadow cabinet and a coherent strategy. Meanwhile the traditional leftwing/peace activists said he shunned Yasser Arafat, president of the Palestinian Authority, as much as he avoided conflict with the settlers in order to win over the centre.

Mr Barak's response is that with his security background he is trying to create a wider internal consensus for peace. "Mr Security", as he is sometimes known, said he can deliver on peace, security and defeat Mr Netanyahu.

With the Palestinians, he said he did not care if they established their own state provided it had no modern air force or surface-to-air missiles. But in talks he would establish "red lines": Jerusalem would stay united; there would be no return to pre-1967 borders; no modern armed forces west of the Jordan river; and "most of the Jewish settlements in a few big blocks, but not necessarily all the isolated settlements, would stay under our sovereignty".

These red lines hardly differ from Mr Netanyahu's agenda. But Mr Barak's agenda does differ in two respects. He said he would not be blackmailed by any of the ultra-orthodox or religious parties who hold the balance of power in the Netanyahu government.

"They will not have leverage," he said. His bill to draft religious students into the army has already won wide support from seculars and boosted party morale.

And unlike Mr Netanyahu, Mr Barak's view of security is based on negotiating and not imposing a peace on the Palestinians or Israel's neighbours.

"Mr Netanyahu's tactics of

manoeuvring, deceiving and delaying the peace process ruins the mutual trust, the essence of any negotiations. Without trust, Netanyahu found himself suspecting the other side of trying to destroy the peace process. It becomes a self-fulfilling prophecy," said Mr Barak. He has no doubt if the peace process stops, "we will end up with a volcanic eruption with a lot of people dead".

To revive the peace process, Mr Barak would stop cornering Arafat. "We don't have any interests in cornering Arafat, our rival but also a partner," said Mr Barak. "What would be the point? He could be replaced by Sheikh Ahmed Yassin [the spiritual leader of Hamas, the Islamic Resistance Movement], who is getting tens of millions of dollars from Arab governments to finance terrorism."

With Hamas getting stronger, Mr Barak is contemptuous of Mr Netanyahu for squandering the chance to make a "reasonable peace" before the window of opportunity closed.

That window of opportunity for peace opened with the end of the cold war and Gulf war. It will, said Mr Barak, be closed when "some Arab nation will have nuclear devices and the means to launch it or maybe through a new wave of fundamentalist vitriol among Moslem nation states".

In the meantime, Mr Barak blamed Mr Netanyahu for failing to consolidate relations with its neighbours, with Egypt and Jordan with whom Israel signed peace treaties in 1979 and 1994 respectively. He said he would "conclude the inner ring" of peace treaties by adding to it a Palestinian, and even a Syrian treaty which is "achievable".

Yet in trying to forge trust and revive good relations with its neighbours, Mr Barak has no illusions about the difficulties ahead in achieving peace. "There will be terror. We are not going to lie to the people. We will tell them the truth. But I have reached the conclusion that we need peace for the security and continuation of Israel."

NEWS DIGEST

GUINEA-BISSAU

Rebel leader demands president's resignation

The head of rebel forces in Guinea-Bissau yesterday demanded the resignation of President Joao Bernardo Vieira to spare the country bloodshed, saying the government had lost control.

Proclaiming himself head of a provisional military junta, Ansumane Mane, the former armed forces' chief whose sacking on Saturday sparked the revolt, said government troops were powerless to prevent rebels taking over.

There was no immediate response from the government whose forces apparently launched a failed bid to drive rebels out of their stronghold in a military complex on the outskirts of the city earlier in the day.

Shortly after the rebels issued their statement, heavy shelling was heard from around the barracks but it was not immediately clear who was doing the firing.

Mr Mane said his troops, entrenched in a military complex on the outskirts of the capital, could launch a general offensive to seize the city but they were anxious to avoid civilian casualties.

Mr Mane, whose sacking was linked with charges that senior army officials had been involved in arms smuggling, said his forces had no long-term political ambitions and that the junta aimed to prepare "free and transparent" elections in July. Reuters, Lisbon

SOUTH AFRICAN SCHOOLS

Teachers in go-slow protest

South Africa's education system nearly ground to a halt yesterday as thousands of teachers joined a go-slow to protest against staff rationalisation.

Industrial action started yesterday morning after negotiations between the education ministry and the teachers' union, ended in deadlock. Negotiations were resumed yesterday in a bid to avert marches tomorrow and a full-scale strike next week.

The industrial action underlines the widespread opposition to the government's tough stance on fiscal policy. It has insisted on cutting the deficit to 3.5 per cent of gross domestic product from about 4 per cent, despite economic growth falling far short of initial expectations.

Education has come off relatively lightly in the deficit-cutting exercise, with spending on education still a relatively high 7 per cent of GDP, up from the previous fiscal year's 6.6 per cent.

Although spending on education is comparatively high, most of it goes towards salaries and the government wants to cut back on personnel costs to free up resources for building schools and providing books. Greta Steyn, Johannesburg

UZBEKISTAN

Warning on Islamic extremism

Islam Karimov, the Uzbek president, yesterday called for a clampdown on Islamic extremism in Central Asia and urged regional governments to tighten border controls against the spread of religious fundamentalism.

"Religious extremism knows no borders and so it poses a threat to all of us," said Mr Karimov.

Karimov said up to 80 per cent of Uzbeks were Moslem and said religious freedom should be safeguarded for all. But Mr Karimov, who keeps a tight grip on his country of 24m, added that extreme forms of Islam threatened regional stability.

Uzbekistan fears the spread of radical Islamic ideas from neighbouring Afghanistan, now mainly in the hands of the Taliban militia. Reuters, Astana

CONTRACTS & TENDERS

REPUBLIC OF LEBANON
MINISTRY OF MUNICIPAL AND RURAL AFFAIRS
COUNCIL FOR DEVELOPMENT AND RECONSTRUCTION
SOLID WASTE / ENVIRONMENTAL MANAGEMENT PROJECT
INVITATION TO TENDER
CAZA OF BAALBECK

PACKAGE 8.a: CONSTRUCTION OF A SANITARY LANDFILL

The Republic of Lebanon has received a loan (No. 3899-LE) from the International Bank for Reconstruction and Development (IBRD) towards the cost of the Solid Waste / Environmental Management Project (SWEMP) for Lebanon and intends to apply part of the proceeds of this loan to cover eligible payments under the contract for the above-mentioned package for the Caza of Baalbeck.

The Government of Lebanon, represented by the Ministry of Municipal and Rural Affairs and the Council for Development and Reconstruction (CDR), invites sealed bids from eligible contractors for the construction of a sanitary landfill including earthmoving works, concrete works, structural steel works, and waterproofing works using geomembrane (HDPE) / geotextile.

This project will be administered by CDR, based upon the World Bank's guidelines. Contractors who have already undertaken similar projects are invited to apply for the above-mentioned project and will be subject to Post Qualification according to the criteria stated in the bidding documents.

Bidding documents may be purchased at the Council for Development and Reconstruction, Talat el Serrail, Beirut, Lebanon, phone: 961-1-981431/2, facsimile: 961-1-964494, for a non refundable fee of US\$ 500 (five hundred) or its equivalent in a freely convertible currency in the form of a banker's certified check in the name of the Council for Development and Reconstruction starting on Wednesday 10 June 1998. Interested bidders may obtain further information at the same address.

Bids shall be valid for a period of 90 days after Bid opening and must be accompanied by a security of US\$ 50,000 (fifty thousand) or its equivalent in a convertible currency, and shall be delivered to: Council for Development and Reconstruction, Talat el Serrail, Beirut, Lebanon, on or before twelve o'clock (noon, Beirut local time) on Friday 24 July 1998. Bids will be opened at twelve o'clock (noon, Beirut local time) on the same day in the presence of the bidders who wish to attend.

مكتبة الامم المتحدة

Poles' steel
sell-off may
defuse row

Italy's piracy
bill may stem
US losses

BENETTON

THE AMERICAS

Intel vows to fight antitrust charges

By Louise Kahoe
in San Francisco

Intel will fight antitrust charges filed by the Federal Trade Commission, if necessary appealing to a federal court to overturn the commission, Craig Barrett, newly appointed chief executive of the semiconductor manufacturer, said during a visit to Tokyo yesterday.

The world's largest chipmaker, Intel, is charged with abusing its market power by coercing some of its customers in the computer industry

to drop patent claims against Intel. Intel withheld, or threatened to withhold, information about new chips and prototype samples from these customers.

Mr Barrett said the antitrust case would have "little effect" on Intel's business in the short term. However, in the longer term, should Intel lose its legal battle, the case could "chill Intel and all future innovators" and harm the personal computer industry, Intel has argued in a related lawsuit.

The FTC had misinterpreted antitrust law, Mr Barrett said yesterday. The patent infringement disputes were a "customer relations" issue, not a restraint of competition with rival chipmakers, he said. Central to the case against Intel is a dispute between the chipmaker and Intergraph, an Alabama manufacturer of computer workstations.

Intergraph separately filed patent infringement and antitrust charges against Intel in November and won a preliminary court order against Intel in April.

The order forced Intel to share information and product samples with Intergraph, pending the outcome of the case. The order is very similar to "remedies" proposed by the FTC, which would apply to all Intel customers.

In its appeal against the judge's order in the Intergraph case, Intel lays out the expected effects in the first detailed indication of how Intel will address the FTC charges. The order "deprives Intel of its right as a patent holder to selectively license and sell" its technology.

Innovation in the PC industry would slow if Intel was prevented from pursuing its current practice of sharing technology in advance of product introductions with about 25 of its largest customers, Intel said yesterday.

Intel should not be compelled to do business with any particular computer company, the chipmaker argued in the Intergraph case. "Even a monopolist may deal with whomever it chooses and has no general duty to help its competitors," Intel said, citing case law. Appeal courts have held that companies "cannot be held liable under antitrust law... by refusing to license the patent to others," Intel said in its legal brief.

Intel's reasons for withholding information and product samples from Intergraph were "very legitimate," the chipmaker argued, noting that it had the right to choose not to do business with companies that filed lawsuits against it.

Intel cuts chip prices, Page 18

NEWS DIGEST

US OPTIONS

Bidding war looms for Philadelphia market

The Chicago Board Options Exchange (CBOE), the biggest of the US options markets, yesterday opened the prospect of a bidding war with the American Stock Exchange (Amex), which has been negotiating its own deal for the options business of the Philadelphia Stock Exchange, has yet to make a public offer.

Whether the Philadelphia board votes to accept or reject a CBOE offer, the deal and possibly further talks are far from over. Any takeover deal must be approved by the 505 Philadelphia Stock Exchange seat holders as well as regulators at the Securities and Exchange Commission.

Nikola Tadić, Chicago and John Labate, New York

COLOMBIAN TELECOMS

Bogotá sell-off approved

Strategic investors will finally have a chance to buy a stake in Bogotá's municipally owned telephone company, Empresa de Telecomunicaciones de Bogotá (ETB), following technical approval of the sale last Monday by the city District Council. The world's largest telecom companies have had to wait more than two years for the opportunity to buy a stake in the biggest of Colombia's municipally owned phone service providers. Numerous attempts by previous city mayors were frustrated by opposition in the Council.

British Telecom, Germany's Deutsche Telekom and US-based GTE are among the most likely contenders to buy an initial block of ETB shares according to investment banks who have followed the process.

Sergio Reguero, ETB president, said the company was worth \$2bn according to a valuation of the company made by Citicorp in 1997.

But he added that the value of the company was expected to increase during the sale process. Adam Thomson, Bogotá

US INVENTORIES

Fears of unsold stock ease

US wholesale inventories at the end of April dropped unexpectedly by 0.6 per cent from March's level, the Commerce Department reported yesterday. This will ease some fears that the Asia currency crisis has led to a dangerous build-up of unsold stocks of goods.

However, according to Gordon Richards, an economist with the National Association of Manufacturers, the widely expected economic slowdown is "now in the process of arriving". The overall number of hours worked has stalled this spring, while factory activity has flattened and manufacturing job losses have accelerated.

"Consumer spending will slacken, while employment and income gains fail to sustain the strong growth of the first quarter," Mr Richards said. Nancy Dunne, Washington

Republicans get a queasy feeling as US gears up for mid-term elections

By Gerard Baker
in Washington

A few months ago, Republicans had every reason to relish their prospects in this autumn's mid-term congressional elections.

If past contests were any guide, this should prove to be a bumper year for the party in which it could expect to consolidate its grip on both houses of Congress, won emphatically in 1994 and retained in 1996.

But one thing, the party could reasonably hope to gain from a traditional voter swing against the party in control of the White House.

Furthermore, the continuing air of crisis around the White House, engulfed in more sex and cover-up scandals, should strengthen the tide in Republicans' favour, they believed.

It seemed probable that the party's majority of 21 in the House and 10 in the Senate would rise, improving prospects for their legislative plans and giving them a strong launch pad for the presidential contest in 2000.

But as the last major primary contests conclude this month across the country and campaigning begins in earnest for November's elections, the early sunny mood among Republicans has dissipated.

Troubled voices - includ-

ing advisers to the House Speaker, Newt Gingrich, are suggesting that not only might the party not increase its majorities, but in the House of Representatives at least, it may actually lose seats and perhaps even relinquish control to the Democrats.

And Democrats, having been carefully playing down expectations about the elections, are now suddenly upbeat.

Why have Republicans faltered, and how good are their opponents' chances?

In line with the famous dictum that all politics is local, the reason for the change in sentiment has much to do with a composite of not necessarily related factors in individual districts. But there is also a malaise among Republicans at the national level that seems to be damaging the party's chances.

Even the most optimistic Democrats accept they have almost no hope of winning back the control of the Senate they lost in 1994. The Republicans currently have a majority of 55-45. More Democrat senators are stepping down this year than Republicans, depriving the party of the most powerful electoral weapon - incumbency.

As a result Republicans expect to take a few seats -

most likely Arkansas and Ohio, where the popular Democrat John Glenn is stepping down. Democrats should win one back in Indiana, where Republican Dan Coats is retiring.

Among the small handful of incumbents who are in some danger, Democrats again outnumber Republicans.

The controversial Al D'Amato in New York is the Republican in most jeopardy - challenged by Geraldine Ferraro, the former Democrat vice-presidential candidate.

On current form, the likely outcome in the Senate is a Republican gain of between two and four seats.

But the House looks rather different. Again incumbency is a big factor. A few months ago, more Democrats were planning to step down than Republicans. But a rash of recently announced retirements among Republicans has deprived them of that important advantage and in early polls, Democrats seem to have a slight edge in the vacant seats.

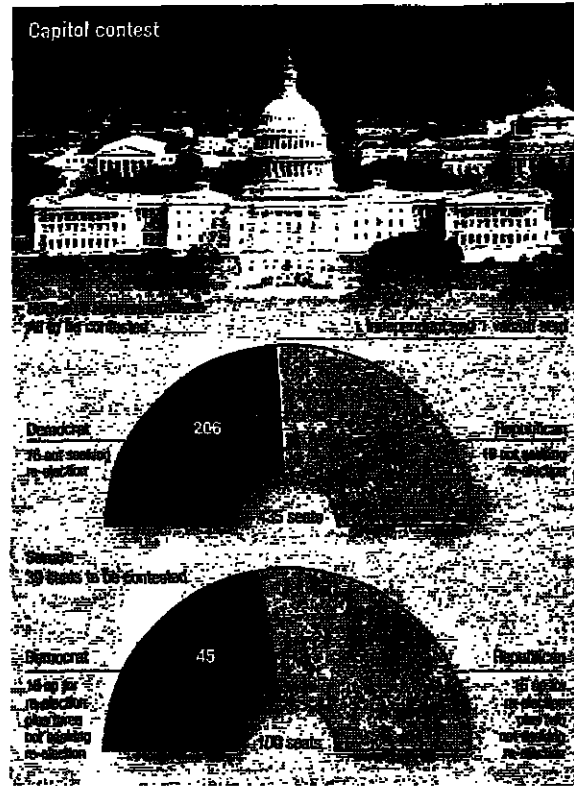
Many of these are in a large swathe of districts across the Midwest - where, Democrats say, Republicans have picked extreme conservative candidates who are turning off voters.

There is, however, also a national problem - a badly divided Republican party. The enthusiasm of the party's "young Turks", elected on a conservative platform (the Contract with America) in 1994, has given way to mounting frustration at the apparent timidity of the leadership of Mr Gingrich and some of his colleagues.

Since the infamous government shutdowns in 1995, the leadership has toned down its radicalism and opted for a quieter life. This moderation and inaction has enraged conservatives.

The Republican divisions have helped Democrats, who by contrast, are displaying a rare unity. The party's more liberal wing in the House has found common cause with the New Democrat moderation of Mr Clinton, around a set of policy initiatives by the president this year in health and child care, social security, and education.

In the end, though, this Democratic recovery will probably stop short of taking them to a majority in the House. The abiding electoral force this year is likely to be support for incumbents - a strong economy will probably see enough Republican incumbents home to enable them to maintain their majority.



And yet there is one caveat - the slow but inexorable march of the investigation into the president by Kenneth Starr, the independent prosecutor.

Mr Starr is the genuine wild card in the pack. If between now and November he drops on to the desks of congressmen a report calling for impeachment of the president over obstruction of justice in the Monica Lewinsky affair, the political landscape could change overnight.

While some Republicans hope such a report would turn the tide of public opinion in their favour and against the president, more are troubled that the voters would rally round the president against what is still widely seen as an intrusive and partisan investigation. That could produce big gains for the Democrats.

ASIA-PACIFIC

INTEREST RATES MARKETS EXPECT RISE

A\$ fall may force delay in elections

By Gwen Robinson in Sydney

The continued slump in the Australian dollar to 12-year lows fuelled speculation yesterday that a politically risky - and increasingly inevitable - rise in interest rates may force the government to delay elections.

Mr Howard has the authority to call elections any time because of a parliamentary deadlock over his proposed amendments to a controversial aboriginal land rights bill. He has indicated he intends to call an election within three months, although he is not obliged to go to the polls until May next year.

The dollar yesterday resisted repeated attempts by government ministers to reverse its decline, staying around 59 US cents, the level reached on Monday and its lowest point since mid-1986.

Early yesterday, the currency reached a four-day high of about 60.1 US cents following the abrupt scheduling of a 9.30am press conference by Peter Costello, the treasurer, and rumours the Reserve Bank of Australia, the central bank, would announce an increase in the 5 per cent official cash rate to defend the dollar.

But the Reserve Bank made no change to monetary policy, despite evidence it had unsuccessfully spent more than A\$3bn (US\$1.7bn) since late last week trying to support the currency.

Yesterday Mr Costello merely stressed Australia's economic fundamentals and said the dollar's plunge had "ignored" the economy's steady growth, low inflation and projected budget surplus.

Markets, however, went ahead and priced in expectations of an imminent rate increase of at least 50-75 basis points, sharply lifting yields on Australian bonds

and bank bills to their highest levels this year with the benchmark August 2008 government bond yield rising to 5.65 per cent from Friday's 5.52 per cent and 90-day bank bills to 5.71 per cent from 5.12 per cent.

Leading commercial banks added to pressure for a rate increase, saying yesterday they were considering raising interest rates on some fixed home loan products, just days after they cut such rates, while HSBC Australia raised interest rates on some of its term deposit accounts.

The Sydney Futures Exchange, meanwhile, reported the most active trading day in its 39-year history and said trading in its benchmark interest rate contracts showed a "massive change" in market sentiment toward monetary policy.

For Mr Howard, however, an increase of one percentage point or more in interest rates would be deeply unpopular and almost certainly force the delay of elections beyond his desired schedule of August or September, commentators said.

"Things have steadily gotten worse for the government," they've just fallen behind (the Labor opposition) again in the polls, they're facing further damaging revelations in the waterfront dispute and they're likely to lose the Queensland election (to be held this coming weekend)," said John Edwards, senior economist at HSBC Markets.

The dollar's recent slide made it "virtually impossible" for the government to meet its inflation target of 2.75 per cent in the financial year to June 1999, he added. The economy grew 4.9 per cent in the year to March despite Asian economic turmoil, and interest rates are at their lowest in nearly 30 years.

Mitsui being investigated over development aid bid

By Michio Nakamoto in Tokyo

Japan's foreign ministry is conducting a highly unusual investigation of Mitsui, one of the country's leading trading companies, for possible irregularities in its successful bid for a government aid contract in Bhutan.

It is examining whether Mitsui was involved in the misappropriation of at least ¥40m (\$285,000) in Official Development Assistance (ODA) by a consulting company, Nippon Telecommunications Consulting.

NTC, which has publicly admitted to the allegations, has been banned from ODA contracts for nine months and ordered to repay some of the funds.

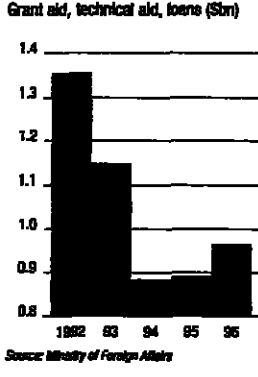
Mitsui, which won the bid to provide equipment for the project, denies that it was involved in any misappropriation.

"We thought the consulting company had adopted the necessary procedures," Mitsui says.

However, the foreign ministry believes that, given Mitsui's expertise in ODA projects and the fact that its staff were present at consultations on the Bhutan project, "it is difficult to believe that Mitsui was not involved".

The revelations support a widely held view that when

Japan's aid to Indonesia



politicians, trading companies and Japanese official development assistance come together, the result is often open to question.

Japanese ODA in Indonesia, the largest recipient of Japanese aid and a country whose ruling elite has long had close ties with Japanese businessmen and politicians, is particularly telling of the way in which vested interests eat into ODA funds, critics say. Indonesia received \$985m in ODA in 1996. Cumulative yen loans to Indonesia reached ¥3,100bn in 1997.

"There are many, many people [in Japan] who will be nervous about the investigations into Suharto's fortunes," says one business consultant who worked in

the region for a Japanese steelmaker for many years. He says that "a large proportion of ODA project feasibility funds is actually used as manipulation money".

Critics claim a large share of Japanese ODA investment has enriched members of the Suharto clan. "Clearly the backlash against Suharto will affect Japanese ODA projects," says Yoshihiko Mural, professor at the Institute of Asian Cultures at Sophia University.

"Suharto's assets, which are said to total about \$16bn, are not something that a government employee can make on his own," Mr Mural says.

Kenichi Asano, a professor of journalism at Doshisha University, who has written extensively about Japanese ODA in Indonesia where he worked for three years for Kyodo, the news agency, says: "Kyodo was in the same building as the Humpus Group, controlled by Suharto's third son, Hutomo Mandala Putra, or 'Tommy'. The staff of Japanese trading companies would stop by and say they had just delivered gift money to him," Mr Asano says.

Such accounts are rife. "When I did business in Indonesia, we took a lot of 'gifts' to the head of Pertamina,

the national oil company."

Indonesia may be particularly susceptible to corruption involving Japanese ODA. With its rich natural resources, Indonesia brings together the interests of politicians, bureaucrats and businessmen alike.

"Many ODA projects are in fact initiated by Japanese companies, mainly trading companies, which must then seek the approval of politicians in the recipient country."

"Japanese ODA projects are highly politicised," says one foreign government adviser. "There are licences to be obtained. These things take political approval."

ODA disbursement is also highly politicised in Japan, where politicians have enormous influence over the final decision, says Yukihisa Fujita, a Democratic party member of parliament. Poor disclosure and a lack of checks are other problems.

The foreign ministry emphasises that Japanese ODA has helped Indonesia's modernisation and is increasingly focused on helping the socially and economically disadvantaged.

But by supporting the Suharto regime, Japanese ODA has tolerated corruption and disregard for human rights, says Mr Asano.

Thais scale down airline sell-off

By Ted Saravack in Bangkok

Thailand's cabinet yesterday approved a scaled-down plan to sell 30 per cent of the government's stake in the state-owned airline, Thai Airways International, via the Thai stock market.

The decision raises questions about the government's commitment to an ambitious privatisation programme which faces strong resistance within both the government and among management and employees of state-owned enterprises.

The cabinet shot down a plan proposed by the finance

ministry to sell 25 per cent of the company to a strategic partner, possibly one of the five other international airlines linked with Thai Airways in the worldwide Star Alliance. British Airways, Qantas and Northwest Airlines had also been mentioned by Thai officials as possible suitors.

A sale of this sort had been promised earlier this year to the International Monetary Fund.

Instead, the sale of 235m government shares, plus a further 100m new shares to be issued by the company to raise capital, will "not be

limited" to potential strategic partners and the company was encouraged to sell shares to individuals and institutions on the stock market, leaving Thai Airways management in control.

The Ministry of Transport and Communications and the Thai Airways board of directors will also dominate the process of selecting underwriters for the sale, as well as its timing, a government official said.

The decision is a significant defeat for the finance minister, Tarrin Nimmanaheminda, who was absent

from the cabinet meeting on a trip to the US.

The deputy finance minister, Pisit Leesatham, has said he believes it will be difficult for the privatisation process to proceed swiftly unless the finance ministry has ultimate control of the process rather than the individual ministries which oversee state-owned enterprises.

The finance ministry could regain the upper hand later this year if it is successful in pushing through its version of a privatisation master plan and a privatisation law, as it has pledged to the IMF.

NEWS DIGEST

DEFLATIONARY RISKS UNDERLINED

Japanese wholesale prices fall 2.3% over year

Japanese domestic wholesale prices tumbled 2.3 per cent in the year to May, highlighting the weakness of the country's industrial demand. The drop represents an 11-year record fall for the second consecutive month. In April the wholesale price index (WPI) also fell 2.3 per cent, a rate last seen in 1987.

The huge decline illustrates the deflationary risks which are stalking the Japan as its economy teeters near recession. The weakness of the yen, which during trading in Tokyo yesterday touched ¥141.11 against the dollar, its lowest for seven years, has pushed up the costs of Japanese imported goods in recent months, the WPI data showed. Import prices rose 1.2 per cent between April and May, the highest increase for five months. But this surge in import prices was still offset by deflationary pressures within Japan. Domestic prices fell 0.1 per cent between April and May, the fifth consecutive month of a fall. Gillian Tett, Tokyo

JAPANESE DEREGULATION

Call to end oil industry curbs

Japan's oil industry moved a step closer to deregulation yesterday as a government advisory panel called for removal of price restrictions and urged more company mergers by 2001. The report of the Petroleum Council at the Ministry of International Trade and Industry (MITI) paves the way for consolidation in the overcrowded industry.

"As international oil markets have expanded, Japan's industry lost significance" because of government regulations, the report said.

It urges an end to time-consuming hearings needed for mergers. Restrictions on new refinery construction would be lifted and inspection requirements for existing refineries loosened.

The report follows reforms over several years that have opened the market to new oil importers and lifted the ban on self-service stations. The proposed new deregulations would limit MITI's policy of keeping the big five oil groups' market share. This should in turn will accelerate cost-cutting and capacity reduction, industry analysts said. Low retail prices, because of fierce competition at petrol stations, have reduced margins for oil companies. Alexandra Harney, Tokyo

INDIAN PARLIAMENT

BJP 'boosting temple plans'

Opposition parties disrupted India's parliament for a third successive day yesterday claiming the Bharatiya Janata party, which heads the coalition government, was tacitly encouraging moves by militant Hindu organisations forcibly to erect a Hindu temple at Ayodhya. Hindu zealots in 1992 ransacked a mosque at Ayodhya, sparking inter-religious riots in which thousands died.

The allegations, denied by BJP leaders, surfaced amid press reports that the Vishwa Hindu Parishad, a religious associate of the BJP, has been overseeing construction and carving of pillars and fittings, apparently for such a temple, at workshops in Rajasthan and near Ayodhya. VHP leaders were prominent in rallying support for the 1992 assault on the Ayodhya mosque - which they say was raised on the "birthplace" of the Hindu god Ram. Mark Nicholson, New Delhi

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FINANCIAL TIMES WEDNESDAY JUNE 20 1998

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REBEL & BRESSAN

Rebel leader demands
president's resignation

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Teachers in go-slow

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FRANCE 98 PLAY TO BEGIN AT LAST AS THE FIRST OF THE 32 FINALISTS TAKE THE STAGE

When earth becomes planet football

Patrick Harverson on why this World Cup will be a truly global event in terms of size and as a collective experience for fans

Today, the waiting is over. Almost eight months after the qualifying rounds ended, 24 weeks after the draw was held in Marseille, and nine days after the coaches unveiled their 22-man playing squads, the 1998 World Cup finally gets under way in France this afternoon with the opening game between Brazil, the champions, and Scotland, the rank outsiders.

The build-up to the tournament has been long, probably too long for all but the most dihard of football fans. There have been too many meaningless friendlies, an excess of media dramas and a surplus of scandals, and far too much hype. It may be difficult for France 98 to live up to expectations raised by anticipation to giddy heights.

The World Cup certainly looks impressive on paper. Its sheer size ensures that it will feature a record 64 matches, 32 teams, 704 players, 2.5m spectators and forecast cumulative television audience of 37bn viewers worldwide. That last figure – even if unverifiable – is vital to understanding a large part of the tournament's appeal. In *Coupe du Monde*, *A Copa Do Mundo*, *La Mundial*, the World Cup – it is sport's defining global event. For one month every four years, planet earth becomes planet football.

France 98 will be the most global World Cup yet, and not just because it is being contested on an unprecedented scale. To the millions of spectators and billions of viewers, the event will be a truly collective experience. They will watch it with a shared appreciation of the players' capabilities and the teams' tactics, their strengths and weaknesses.

The men who run Fifa, the sport's governing body, like to talk of how the game's fans worldwide make up the football family. Yet the sport's most intimate family members are the players of the World Cup, many of whom are so familiar to fans across the globe that they are more like relatives than distant sporting icons.

When Romario was left out of the Brazil squad, a nation wept with him – and millions of others outside his country grieved too. In the coming weeks, when Marcelo Salas scores for Chile in the first round (as he assuredly will), Chileans will dance in delight; fans of his last (Argentinian) club will shout in joy, supporters of his next (Italian) club will beam with pride, while followers of the English club that coveted his talents will look on in admiration and exasperation.

If the familiarity of so many of the combatants heightens the communal



That champion feeling: Brazilian players hold the trophy aloft after the final of USA 94. Above: Alopot

experience of this World Cup, it may also dull its capacity to delight and surprise.

In tournaments past, the teams arrived in the host country as largely unknown, sometimes exotic, entities. They brought with them different footballing styles and players of exciting prowess and untapped potential. Today, with so many top stars playing in the same elite European club leagues, and many national managers adopting a similar tactical

approach to the world game, planet football has become homogenised.

The tactical similarities of this World Cup may prove particularly pronounced. Aside from a few subtle variations, modern coaches like to employ three or four mobile, ball-playing defenders, augmented by two energetic wing-backs and a solid, hard-tackling midfield serving a brace of strikers.

Tostao, a member of the superlative Brazilian side that won the 1970 Cup, when defences dominated

lamented: "Today, with the globalisation of things, you can play in the same way in the countryside here in Minas Gerais [Brazil] or in Japan."

The fear is that the employment of identical strategies will produce too many stalemates, and unexciting games played out by football clones. Yet, it would be unnecessarily pessimistic to predict that France 98 will be a repeat of the uninspiring fare served up in Italia 90, when defences dominated

and caution was the watchword. There are enough pulse-quickening talents (such as Ronaldo, Ortega, Zidane, Shearer, Del Piero, Roberto Carlos) to maintain the improvements seen in the US four years ago, while Fifa's toughening of the rules against foul play should ensure their protection against the darker forces that can sometimes dominate.

Yet the World Cup is not just about the players, the teams and their tactics. It is also about the fans, whose passion for football sustains the game through every quadrennial tournament. If they have been able to get tickets to see their teams, and if they behave, the fans will play as important a part in making the tournament a success as the stars whose every tackle, pass and dribble they will follow with great fervour. Yesterday, the boulevards of Paris were already echoing to the songs of canary-coloured Brazilians and the serenades of kilned Scotsmen, a cheerful forerunner of what is to come.

Which brings us back to Saint-Denis, north of Paris, and today's opening match at the Stade de France. It would be nice if Scotland could strike a blow against football's homogeneity and take on Brazil with an adventurous, attacking formation, and perhaps even win. Unfortunately, in the World Cup the dreaming is left to fans. The coaches and players must face up to reality, starting today.

BRAZIL V SCOTLAND THE OPENING MATCH

The Tartan march from Tallinn to Paris

Scotland fan Tom Lynch on the high and low roads of his team's progress to France

Tonight's trip to the Stade de France in Paris will be less picturesque than the journey to the Radnor Stadium, but Scotland's Tartan Army will at least see some action at the end of it.

It does not feel like 17 months since about 400 Scots – more a Tartan platoon than an army – walked or took the train to a pretty football ground, set among golden autumnal woods, on the edge of Tallinn, Estonia's capital.

A peaceful setting, and all the more peaceful for the lack of Estonian fans – or indeed of an Estonian football team. After some overnight dithering by the referee, Fifa had ordered the World Cup qualifying game to be played in the afternoon rather than the evening because of the poor floodlighting.

The Estonians said they had not had enough notice and stayed in their training camp 60 miles up the road. "There's only one team in Tallinn," sang the tartan terriers as the referee lined the Scottish team up and, bizarrely, a linesman inspected the goalposts at the Estonian end. The Scots kicked off, the referee blew his whistle and awarded the game to Scotland.

The row that started there stirred bitter words among Europe's football bigwigs. But the frustrated 400

became the favoured 400 – the Scottish Football Association allowed those who had made the pilgrimage to buy tickets for any or all of Scotland's first-round matches.

Fifa quickly changed its mind about awarding the game to Scotland and ordered a replay. The committee that made that decision was chaired by Lemart Johansson, the Swedish Uefa president and unsuccessful candidate in Monday's Fifa presidential election – even though Sweden were in the same group as Scotland and Estonia.

Justice was done when Scotland beat a superior Swedish team 1-0 at Inver. But there were still some bumps in the road to France. A limp performance in the replay of the Estonia game, held in Monaco, resulted in a 0-0 draw. Then the home game with Belarus was scheduled for September 6 last year, the day of the funeral of Diana, Princess of Wales. There was more high-profile dithering as the powers-that-be first said the game should go ahead, then bowed to public pressure and postponed the tie to the following day.

Scotland went through to France as the best runners-up in the European groups, largely thanks to that win against Sweden and taking four points off group winners Austria.

The wait for tickets for France seemed endless. The SFA invited applications, then was not able to tell applicants whether they were successful as it and other national football bodies tried to prise tickets out of the French organisers. Then in April the SFA revealed how it had allocated its supply of tickets. Fans who had been to three or more away games were entitled to apply for all three first-round games – as was everyone who went to Tallinn.

And so to Paris tonight. Drawing Brazil again is bad luck – though there are dim memories of 1974 when we thrashed them 0-4 – and no one is betting their house on Scotland getting past the preliminary stage of the finals for the first time.

Scots are tired of the old joke about its fans getting home from World Cups before their postcards, and the Tartan Army would love to occupy France for a bit longer than usual. Yesterday Tartan Army members were out recruiting in Paris bars.

Any non-Brazilian was regarded as a potential footballer and was being taught to sing *Flower of Scotland*. But if it all goes wrong, there are the European championship qualifiers to look forward to. The Tartan Army is off to the Czech Republic, Bosnia, Lithuania, the Faroe Islands and, yes, Estonia. They've got until September 8 1999 to get the floodlighting right.



Animal runs wild again

Brazilians love to give their footballers nicknames; and with "The Phenomenon", otherwise known as Ronaldo, leading their attack in this afternoon's World Cup opening game against Scotland, there would seem to be little to concern their coach Mario Zagallo.

Yet since the surprise omission through injury of Romario, Ronaldo's partner in attack, from Zagallo's squad, there has been the odd sign of disharmony in the camp.

Zagallo has to choose between Bebeto – whose nickname roughly translates as "Cry-baby" – and "The Animal" (Edmundo). It has not been made easy for him.

The experience of 34-year-old Bebeto, who starred in

Brazil's World Cup winning side in 1994, has won over the managerial talents of Edmundo in the expected starting line-up. But The Animal does not take kindly to being excluded. After Brazil's friendly warm-up game against Atletico Bilbao, Edmundo stormed into the dressing room complaining that no one would pass the ball to him, and elbowed his team-mate Leonardo.

Since then, he has told the Brazilian media that he considers himself superior to Bebeto, and that he should be partnering Ronaldo in today's game. Then in a training game at the weekend, he flicked a petulant kick at midfielder Giovanni and needed to be calmed by the team's captain Dunga.

Bebeto has remained calm

in the face of his rival's provocations, while Ronaldo himself appears relaxed, speaking enthusiastically of his new teammates – an ear-ring bearing the colours of the Brazilian flag – sent to him by a supporter.

One reason Zagallo prefers Bebeto is for his work rate, an indication of the coach's pragmatism. The presence of the veteran Dunga, 34, is another; although in truth, no one else in the squad has the inspirational qualities to pull this potentially outstanding side together. They should be too strong for Scotland – but watch the bench for the man whose nickname alone threatens to disturb the peace.

Peter Aspden



BETTING

Gambling against tradition gains London's best odds



Soccer-wise, all eyes are on France. But in the betting world, international attention is focused on the World Cup odds quoted in London. Not only are the British bookmaking firms part of the most accessible and extensive legal gambling market in the world, but the soccer-mad British are famously fond of a bet. There are nearly-made odds, on any number of outcomes, that everyone can tap. This is an unusually tricky World Cup for bettors. Two big questions are posed: 1. What difference will the extra knock-out round make now that the finals have been enlarged from 24 to 32 nations? 2. Are tradition and experience still all-important, or are standards among the world's top teams becoming more uniform?

Traditionists believe the winner will come from this clique: Brazil (best London odds: 3-1), France (5-1), Italy (7-1), Germany (8-1) and Argentina (9-1). If you are a traditionalist, look no further than these five. Do not even contemplate teams such as England (only 8-1 in London, reflecting strength of local support), Holland (10-1) or Spain (14-1), let alone the rank outsiders.

However, contra-bettors – those who studiously ignore the received wisdom – want more than that out of life. Flakful and unconventional, they like backing outsiders, and want to believe in some notable upsets in France. By betting at longer odds, they stand to win more, but by definition they are likely to win less often. The contra-bettor is repelled by Brazil's odds, attracted by Argentina's, and necessarily foresees a rupture in World Cup hegemony.

During the World Cup, the FT will be playing the contrarian game, using a £1,000 pot and tracking the result. That means backing Norway initially, as well as Argentina. There is a long way to go. Every bettor needs a strategy. The FT's will involve follow-up bets – possibly white-knuckle ones – which have yet to be determined.

Bets so far. World Cup winner: £90 Argentina, 9-1; £30 Norway, 33-1. Golden Boot (top individual scorer): £15 Batistuta (above) of Argentina, 8-1; £15 Mijatovic of Yugoslavia 20-1. Team scoring most goals: £20 Yugoslavia, 5-1. Team conceding most goals: £40 Iran, 11-4. Total stakes so far: £200. Michael Thompson-Noel

SECURITY

Police take low-key stance

French police were yesterday resolutely championing a low-key approach to World Cup security, as bolsterous Scottish fans arrived in Paris for today's opening match against world champions Brazil. "We are trying to protect the image of conviviality," said René-Georges Querry, the Inspector General of police in charge of security at the tournament. "Our logic is to welcome all supporters with open arms if they come to respect the festival."

Querry confirmed there would be no uniformed police inside the 10 World Cup stadiums, unless there was a specific problem. In the case of the Stade de France, where today's opening match, and later the final, will take place, about 1,200 police officers would be nearby. In all, he said, 6,000 to 7,000 police and military personnel would be on the streets on any given day. There are also about 180 foreign police officers, including 15 from England and about the same number from Germany. David Owen

● Alessandro Del Piero and Moreno Torricelli are both out of Italy's opening game against Chile tomorrow, because of injury, but are expected to be fit in time for next week's match against Cameroon. Nigeria's woes were compounded, following the death of head of state Sani Abacha, as attacker Daniel Amokachi joined the injury list and defender Jero Shapoke was ruled out of the tournament by a broken collarbone.

● British economists have been calculating the effects of the World Cup in the UK. One in five workers is planning to take time off to watch World Cup matches, according to a survey by the UK Institute for Personnel and Development. The Centre for Economics and Business Research warns that retail sales will be dampened if England go through to the quarter-finals and beyond. But yet another survey, by the Economist Intelligence Unit, expects the tournament's biggest impact to be felt in Brazil, followed by France and Germany.

TODAY'S GAMES

● BRAZIL V SCOTLAND, 17.30, SAINT-DENIS. The first game, usually a nerve-wracking affair that gets the better of players, follows the lavish opening ceremony.
● MOROCCO V NORWAY, 21.00, MONTPELLIER. With Brazil expected to win the group, this game could be decisive in the race for second place.
*Times are French time (GMT plus 2 hours).

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BRITAIN

CITY OF LONDON BILL FOR COMPLIANCE WITH NEW STRUCTURES COULD TOTAL \$650m

VAT concession for businesses faces curb

By Jim Kelly, Accountancy Correspondent

The City of London could face a \$400m (\$650m) tax bill and heavy compliance costs under proposals yesterday from Customs & Excise which were attacked by tax experts and companies.

The figures are the latest estimate from Customs, which wants to restrict a crucial tax break enjoyed by many big financial services groups, especially banks, insurance companies and others in the medical, property and education sectors.

A consultation document published yesterday and heralded in the national Budget measures announced in March proposes restricting so-called "VAT grouping" to fully taxable companies -

Dispute over costs of extra access for disabled people

The government announced yesterday that all organisations which provide a service to the public must make "reasonable adjustments" to allow full access to Britain's 6.2m disabled people, Simon Buckley writes.

Ruth Lea, head of policy at the Institute of Directors, said: "We will work to implement this

with the best will in the world, but fear that it will inevitably add to business costs." But the Royal National Institute for the Blind insisted: "It's very hard to put a figure on it, but the costs are likely to be much less than expected."

By 2004, businesses must have removed physical barriers restricting access to services.

"Businesses based in inaccessible premises will have to take reasonable steps to provide their service by alternative means," said Alan Howarth, minister for equal opportunities.

By October next year, they must have taken reasonable steps to change practices, policies or procedures.

due to the exchequer from exempt companies. It added that it was putting forward the proposal for consultation partly to discover what the costs to industry would be before deciding whether to press ahead.

But Penny Hamilton, indirect taxes partner at Coopers & Lybrand, said the Revenue appeared to have made up its mind. "The document concentrates on how - not whether or why," she said. "It is disturbing that there are no VAT compliance costs in this document."

Colin Miles, head of indirect tax at BP and head of the indirect taxes sub-committee of the Confederation of British Industry, the employers' lobby, said the proposal showed the tax

authorities viewed normal tax planning and business efficiency as tax avoidance.

Tax experts said that the proposal would hit hard companies that had set up separate service, treasury, or staff companies within a VAT group and might now have to restructure to avoid extra taxation. Some companies might relocate departments outside the UK as a result.

"This proposal will force financial institutions to restructure, dramatically increase red tape and in some cases generate VAT costs where there really should not be any," said Andrew Burns, VAT partner at Deloitte & Touche.

Consultation on the document runs until 30 September.

Mutuality is put to the test as members vote on conversion

Christopher Brown-Humes looks at a movement that has endured for 200 years but now faces questions over its relevance

Nationwide, the UK's biggest remaining building society, will hold the most important vote in its 150-year history next month when members will be asked to decide whether it should become a bank.

Building societies - and life insurers - owned by their members and policyholders are part of a British tradition stretching back more than 200 years. For many years they were the main providers of loans to homeowners.

But the relevance of mutuality is being challenged. Over the past two years, there has been an unprecedented wave of conversions by mutuals, which become banks listed on the stock market and owned by shareholders. The societies that are left claim to provide a better service than the banks.

The government has given clear signals about the important role mutuals might play in its reforms - particularly in pension provision - as the state moves its emphasis from welfare to self-care.

Frank Field, the social security minister, has even suggested that mutuals could play a leading role in the overhaul.

This would give them a

similar role to the one occupied by friendly societies - mutual groups which provided everything from pensions, sickness benefits and life insurance - before the modern welfare state was established.

No one doubts that mutuals have played a crucial role over the past two centuries. The first life insurer, Equitable Life, was formed in 1762 and is still going strong.

The first building society was set up by Richard Kettle in the Golden Cross Inn in Birmingham, in the English Midlands, in 1775.

Building societies really did build houses in those days.

They were formed by small groups of craftsmen and other white-collar workers who saved regularly to build up a fund that was

used to buy land and then put up houses. As each one was completed the group held a ballot to decide which member should occupy it. They gradually evolved into permanent organisations rather than winding up when everybody in the group had been housed.

But as recently as two years ago, mutuals were being accused of losing sight of their co-operative roots and of being more interested in profit than customer service. They were seen as being rapacious and unsympathetic, like banks.

They have made a determined effort to cast themselves in a more positive light and to justify their continued existence. In particular, a fierce battle is raging in the mortgage and savings sector between societies and the former mutuals.

Adrian Coles, director-general of the Building Societies' Association, says mutuals are winning market share and showing they are better for customers because of their lower margins. He says this is possible because societies do not have shareholders to whom they must pay dividends.

But the evidence on the savings side is much more patchy and Moneyfacts, the data provider, has accused building societies of failing to offer the best rates.

Independent surveys have provided evidence that customers are better off with a

mutual life office than a company. The Personal Investment Authority compared pensions this year and said mutuals were projecting maturity values 4.4 per cent higher than proprietary groups.

This also supports the view - other things being equal - that mutuals should offer their customers a better deal, simply because they do not have to pay dividends.

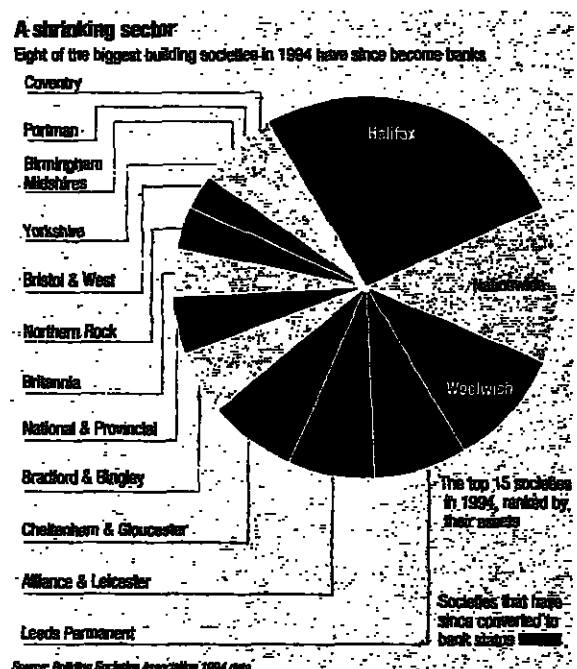
But surveys show that the picture is not simple. Kate Hoey, junior minister in the social security department, says: "Mutuality does not of itself guarantee better returns and service than other forms of ownership. There are very good joint

stock companies and less good mutuals, and vice versa."

Do mutuals treat their customers any better than companies, anyway? Evidence from the £11bn (£18bn) personal pensions mis-selling scandal suggests not. Sun Life of Canada and Friends Provident, both mutuals, have received two of the biggest fines.

But media and political sentiment has shifted sharply in favour of mutuals in the past year. They are seen increasingly as an important competitive force in the market. Nationwide defeated comfortably an attempt to force it to convert to a bank last year.

It is expected to triumph again.



Source: Building Societies Association 1994 data

P&G to invest \$164m in extra factory

By Sheila Jones in Manchester

Procter & Gamble, the US consumer products group, is to invest £100m (\$164m) in a new tissues and towels factory in the northern England city of Manchester. The move shows that it is ready to enter the UK soft tissue market for the first time.

The company dominates the UK's competitive disposable paper products market, worth about \$2bn a year, including feminine hygiene products and nappies. However, P&G has yet to enter the UK market in toilet and kitchen tissues, led by Kimberly-Clark of the US, which makes Andrex, and SCA of Sweden, which produces Kleenex tissues.

Procter & Gamble already employs 1,000 people at factories in Manchester, making soaps and nappies including its leading brands, Fairy Liquid, Ariel washing powder and Pampers. It employs more than 5,000 in other parts of the UK, including north-east England.

P&G already sells toilet tissue in the US and in Germany and launched its Bounty kitchen paper in Germany, Austria and Switzerland a year ago.

The company had been expected to launch soft-tissue products in the UK as part of a European expansion, although the UK market is harder to enter because of the dominance of own-label brands sold by the big supermarkets.

It is likely P&G will want to strike sooner rather than later, given Kimberly-Clark's difficulties in the European market, which have prompted two restructurings in recent years including thousands of job cuts. While the UK soft-tissue market is buoyant, particularly in kitchen towels, the supermarket brands have undermined the positioning of producer labels.

The new factory is backed by a £7m aid package, comprising £3m government funding, £3m from English Partnerships, the regeneration agency, and £1m from Manchester's Training and Enterprise Council.

H & W Systems, a machine tool accessories manufacturer based in Kings Mountain, North Carolina, is to open its first factory in the UK. The 4,000 sq m factory in the Deane Valley enterprise zone in northern England will be backed by a £500,000 (£820,000) UK government grant.

Meanwhile, Sara Lee Baking, the foods division of Chicago-based Sara Lee, said it was moving its UK commercial operations to new offices in the northern England city of York. About 100 sales and marketing staff would transfer from other UK offices and jobs would be created. The company employs about 1,800 people in northern England.

NEWS DIGEST

BRITISH TELECOMMUNICATIONS

Internet access service to be subscription-free

British Telecommunications is to offer its customers a simple, subscription-free, pay-as-you-go internet service which will cost 1 penny a minute over standard call rates. Personal computer owners with a modem communications device and computer owners with Windows 95 will simply be able to dial into a BT site to gain access to the internet. They will be charged for the service as part of their ordinary telephone bill and calls to the internet access number will qualify for BT's discount schemes. The new service, believed to be the first of its kind, is aimed at the estimated 1.5m or 2m people in Britain who have internet-capable personal computers, but who have not signed up with an internet service provider.

"This is an idea whose time has come," said John Swinge-wood, director of BT's Internet and Multimedia services. BT, which also runs its own monthly subscription internet service, BT Internet, said it does not see the new pay-as-you-go service as a challenge to independent internet service providers. It added that Ofcom, the telecommunications watchdog, had been notified of its plans. Paul Taylor, London

PERSONAL INVESTMENT

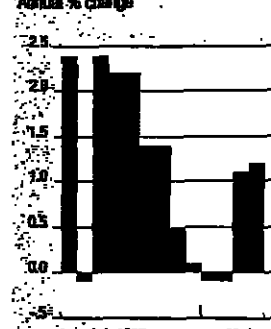
Complaints increase by 54%

The number of complaints to the Personal Investment Authority ombudsmen increased by 54 per cent last year. Tony Holland, the ombudsman, yesterday attacked financial services providers for shrouding their products in a "veil of impenetrable language". He said: "Time and again it is clear that one of the main reasons for the dispute in the first place is that the explanations given were not understood, let alone remembered." Complaints to the ombudsman's bureau rose from 4,310 in the year to March 31. The number of cases dealt with increased by 72 per cent to 5,800 after the bureau took on more staff to cope with a mounting backlog. Compensation paid to complainants climbed from £4.3m to £5m (£9.8m). Payouts varied from £402,000 to £25, with an average of £4,630. The bureau found in favour of the complainant in 41 per cent of cases. Christopher Brown-Humes, London

THE ECONOMY

Factories step up production

UK industrial output Annual % change



Source: Office for National Statistics

Britain's manufacturers stepped up production for the third successive month in April, but recent survey evidence suggests that the strong pound will soon force them to retrench. Factory output rose by 0.1 per cent in April, the Office for National Statistics said yesterday. But output was lower than in the same month a year ago, with the underlying trend flat. Revisions to data for the previous three months confirmed that the factory sector was in technical recession around the turn of the year, with output falling for two successive quarters. But the second quarter has begun with output above its average level for the first.

Looking at the three months to April, output fell in fuels, metal and food, drink and tobacco. There was modest growth in chemicals and "other manufacturing", with only engineering growing strongly. The factory output data were slightly stronger than City economists had predicted, but the broader measure of industrial production exceeded expectations to a much greater degree. Industrial production, which accounts for 28 per cent of whole economy output, rose by 1 per cent in April. Robert Chote, London

FUEL TAX PROTEST

Police to prosecute drivers

Police said yesterday they would prosecute 14 truck drivers who took part on Monday in a "go slow" convoy of trucks protesting at what they claimed was a higher level of duty imposed on diesel fuel in the UK than in the rest of the European Union. More than 60 trucks drove at speeds as low as 25kph along the M25 London orbital motorway.

SALES OF NEW TRUCKS

UK truck registrations: May 1998									
	May 1998	May 1997	Jan-May 1998	Jan-May 1997	May 1998	May 1997	Jan-May 1998	Jan-May 1997	Year-on-year % change
Total	4,247	3,217	19,810	16,010	21,000	16,010	100,000	100,000	31.2
Trucks	3,997	3,019	17,121	14,154	19,454	14,154	100,000	100,000	37.4
Layland (Falcon)	622	784	16,910	16,910	4,290	16,910	21.2	21.2	25.5
Irish Rover (Falcon)	590	711	16,910	16,910	4,040	16,910	19.1	19.1	20.5
Manitex (Falcon)	775	478	17,121	17,121	5,272	17,121	24.8	24.8	51.1
Volvo	984	362	13,010	13,010	2,574	13,010	12.2	12.2	22.2
Scania (R-series)	322	222	8,111	8,111	2,308	8,111	10.5	10.5	11.4
MAN	859	375	6,311	6,311	1,738	6,311	8.3	8.3	17.1
DAF	230	719	5,511	5,511	1,172	5,511	5.6	5.6	5.0
Other	180	401	4,611	4,611	887	4,611	4.3	4.3	2.5

Source: Department of Transport, Office for National Statistics

Registrations jump 22% in year

A buoyant economy is continuing to push the UK market for new trucks beyond industry expectations, with the latest rise in interest rates predicted to have little effect in dampening demand. Statistics from the Society of Motor Manufacturers and Traders show that registrations of new trucks - vehicles over 3.5 tonnes - increased by 22 per cent, year on year, in May. That lifted the total for the first five months of 1998 to 21,000, up 25 per cent on the same period of 1997. Paccar of the US, through its Foden subsidiary and the recently purchased Leyland Trucks, appears to be establishing a clear market leadership. Paccar's registrations for the first five months of the year totalled 4,525, compared with 4,040 for Iveco Ford, John Griffiths, London

AIR TRAFFIC CONTROL FURIOUS STAFF FEAR THAT DRIVE FOR PROFIT WILL LEAD TO CUTS

Private cash proposal may be revived

By Michael Skapinker and George Parker in London

Sir Malcolm Field, chairman of the Civil Aviation Authority, which owns National Air Traffic Services, said yesterday he believed the government was now serious about introducing private sector investment into UK air traffic control.

Until this week, the CAA and Nats believed the government had buried the idea of privatisation. But Sir Malcolm said: "I'm pleased this has come back as an issue."

It is understood that John

Prescott, deputy prime minister and chief transport minister, reached an agreement in principle last week with Gordon Brown, chancellor of the exchequer, to introduce greater private sector investment in Nats. Air traffic controllers reacted with fury. "A privately owned Nats would be driven by the need to make a profit and staffing levels would be cut, putting even more pressure on overworked controllers," said Joe Magee, aviation officer at the IPMS union, which represents most controllers.

Full privatisation is unlikely. The government has several options:

● The sale of a stake to private investors. If private

investors took 49 per cent, leaving the government-owned CAA in majority control, Nats' borrowings would still form part of the public sector borrowing requirement. The CAA would prefer to see the private investors take 51 per cent.

● "Corporatisation". This would mean that Nats would remain government-controlled but would be given the right to borrow privately. New Zealand, Germany and the Netherlands have gone down this route.

● The "Canadian solution". In 1996, Canada's air traffic

control was turned into a not-for-profit corporation run by representatives of the government, airlines and trade unions. The corporation can borrow privately.

Many airlines favour the Canadian solution for the UK. They argue that air traffic control is a monopoly service and they do not want to have to pay more to fund dividends to private shareholders. The CAA says it does not provide sufficient incentives.

See Lex in Companies & Finance: UK

NORTHERN IRELAND POLICE CALLED IN AFTER DOCUMENT REVEALS RIFT BETWEEN GOVERNMENTS

Ministers fear officials' role in leaks

By Jimmy Burns in Belfast

Leaks of politically sensitive documents from the UK government's Northern Ireland Office have fuelled ministers' concern that local officials may be conspiring to disrupt the peace process.

Police have been asked by the Northern Ireland Office to investigate following the latest leak which revealed an embarrassing rift between the British and Irish governments over the composition of the police

reform commission for the north. "Leaks are damaging to good government and every effort will be made to discover who leaked this document," the office said yesterday.

The latest document to be leaked is a confidential three-page memorandum written by a Northern Ireland Office official working as private secretary to Mo Mowlam, chief minister for Northern Ireland in the UK government. The memo

details exchanges - involving Dublin, the White House, the moderate nationalist Social Democratic and Labour party, and Sinn Féin, the political wing of the Irish Republican Army - in the run up to the announcement of the commission by the commission by the Northern Ireland Office last Wednesday. The memo was leaked to Jeffrey Donaldson, an MP in the pro-British Ulster Unionist party who campaigned for a vote against the peace agreement in last month's referendum.

It makes clear that the Irish government was angry about the lack of consultation over the commission and the absence from the shortlist of names it had proposed in consultation with US officials, the SDLP and Sinn Féin.

An Irish government official indicated yesterday that in his view a line had been drawn over the police commission controversy.

David Andrews, Irish foreign minister, earlier said those who had leaked the

document were "sneaky people" determined to undermine the Anglo-Irish co-operation which led to the peace settlement and underpins the peace process.

Gerry Adams, Sinn Féin president, said the person or persons behind the leak should be dismissed. "The bureaucrats who have run the place don't want to give up their hold and don't want to see nationalists having our entitlement and don't want to see equality," he said.

The bottom line...

"When we looked at establishing an operation at Dublin's International Financial Services Centre, we were really impressed by the quality of people with experience of the life insurance business. Our decision to proceed with the venture has been fully justified."

Clive Cowdery, Chief Executive, Scottish Amicable International Assurance.



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صلى الله عليه وسلم

THE ARTS

Downtown moves centre stage

Pierre Ruhe on the opening of the Bass Performance Hall as part of an exciting new development in Fort Worth, Texas

There were some surprises at the opening celebrations of the new Bass Performance Hall in Fort Worth, Texas. During the final movement of Rachmaninov's Second Concerto, the pianist Van Cliburn - Fort Worth's most famous son - fainted, falling heavily to the floor, later reported as a case of exhaustion agitated by the sooty air passing over Texas, blown north from Mexican forest fires.

The recently opened hall, however, is the latest in a happy trend. It may signal the end of the era of looking, multi-purpose concert halls which largely ignored the needs of audiences and performers alike. Acousticians are now routinely part of design teams, and the user-friendly fundamentals of space, size and shape are no longer

ignored in pursuit of a questionable post-war modernist agenda. The Bass Hall architect, David M. Schwarz, designed a purposely old-fashioned, neo-Beaux Arts building in keeping with the billionaire Bass family's scheme for renovating downtown Fort Worth, once a bustling railroad and cattle-drive town. Packed within a few square blocks adjacent to Bass Hall are shops, saloons, restaurants and theatres. Although appearing old, a great many of them have just recently been built, and comprise a survey of the last century in architecture: there is Art Deco, Art Nouveau, and 1920s Moderne, including several Old West-style star-froncs. Ringed around the square's perimeter are glass and concrete high rises.

many American cities - of downtown as the cultural centre, the "entertainment destination". It is an experiment in commercial development, and a performing arts venue is part of the package. The 2,100-seat auditorium is modelled loosely on Carnegie Hall, and only the still-sparking,

designed and pleasing space. There are some odd lobby details, such as stairs on the main level that stymies the crowd's flow at intermission, and small things that need fixing: a properly stocked coffee bar, a convenient space to sell a few CDs and books, and doors that don't close

high-tech environment. Sound absorbing curtains ring the auditorium's upper walls and the stage shell is fitted with adjustable baffles to seal the walls tight or to allow sound to leak out, as desired. Most prominently, a ceiling canopy of sound reflectors, five strips of gold-coloured wood the width of the stage, can be "tuned" to meet the layout of the assembled forces - although many halls have found that frequent readjustment of similar acoustical canopies is inconvenient; they tend to sample all the possible settings for the first season or so and, once in a best-compromise position, leave them be.

The \$67 million Bass Hall will be a multi-purpose venue, housing not just the Fort Worth Symphony but also the Fort Worth Dallas Ballet, the Fort Worth Opera and visiting Broadway

musicals. Best known globally is the quadrennial Van Cliburn International Piano Competition, which will also share space. Across the street, connected via a tunnel, is a storage/rehearsal building. Yet some important matters are still in negotiation: for example, the local opera company will need a "smart" stage area, full of machinery for manipulating sets and props, whereas touring musicals want an empty box into which they unload their own machinery.

The Fort Worth Symphony, accustomed to playing in a cavernous, modernist convention centre, will naturally improve now that the players can hear each other. In an opening week performance of *Carmina Burana*, the chorus was well prepared and clearly audible, but the orchestra was mostly a grey mezzo-forte, and the violins were muddy (I sat in the parterre, cello side), too easily covered by the choir or brass. A clarinetist sat in an especially "live" spot, and the players clearly didn't know what the new hall permitted. With the

announced retirement of John Giordano, after 26 years as music director, they must now search for a strong orchestra builder. On the same program, Nadja Salerno-Sonnenberg's charge through Tchaikovsky's Violin Concerto was not so much to search of music as to release loads of pent-up adrenalin. The soloist's spot on stage projected well, even in the quietest passages.

At the back of the upper-most balcony there is a high ceilinged cavity, just like Carnegie's, to increase volume for the cheapest seats. Yet for a chamber music concert, played with passion by the Ying Quartet, the strings sounded distant, fuzzy and dull. Carefully placed reflectors behind the performers may help, but perhaps at some loss of sound quality at the ground level.

With so many organisations sharing one stage, acoustical trade-offs may take a while to sort out. Fortunately, the hall was designed to accommodate adjustments.

A clarinetist sat in an especially 'live' spot: the players clearly didn't yet know what the new hall's acoustic permitted

newly quarried Texas Cordova cream limestone exterior, the up-to-date handsp facilities and the ornamental, trumpet-blowing angels on the facade place it unmistakably in our own era. Inside, Bass Hall is a smartly

with a distracting thud. But most importantly, the acoustic is on the whole acceptable, although some final tinkering awaits. Acoustician Christopher Jaffee, (from Jaffee, Holden, Scarborough Acoustics) has created a flexible,

THE BADEN-BADEN FESTIVAL

Neglected Verdi brought to life

Andrew Clark hails the Royal Opera's triumphant new production of 'I masnadieri'

It's sunny and sweaty outside the Festspielhaus, and all *Sturm und Drang* within. No, we're not in Bayreuth, nor Salzburg. The Royal Opera is holding court in the German spa town of Baden-Baden, the first of its summer stops outside London, and the change has already lightened the company's spirits. Shirt-sleeve temperatures and a spanking new festival theatre undoubtedly help, but the greatest filip has been Monday's triumphant first night of a new production of Verdi's *I masnadieri*, written for London in 1847 but not produced there since. The Royal Opera is

beth on one side, *Rigoletto*, *Il trovatore* and *La traviata* on the other. What this performance proves is that you should never underestimate any Verdi. Structurally he may be marking time, but the issues which inspired him most - moral frailty and the complexity of blood relationships - are central to the plot. His friend Andrea Maffei compressed Schiller's unwieldy first play *The Robbers* into a skeleton libretto, preserving just enough of character and situation to feed Verdi's imagination. The result has unbridled energy and blistering momentum, spiced with the kind of vocal elegance only a Jenny Lind, the first Amalia, could have prompted.

In a pre-performance talk, Moshinsky characterised the plot as a descent from 18th-century classical order to 19th-century Romantic madness: a conflict of generations, in which two warring brothers violently reject the values of their father. It's an interesting thesis, and one central to the whole *Sturm und Drang* movement.

But how do you develop it in the theatre? Brown's costumes and props place the action in the period immediately after the French revolution. The set is a revolving glass wall which acts a sort of weather vane: storm clouds give way to rain and snow, and by the end the wall has disintegrated into a charred ruin. It's a simplistic way of depicting the drift to chaos - the production fails to develop beyond halfway mark - but it has the merit of breaking the stage into different shapes without stopping the action.

Moshinsky has no magic potion for Verdi's rudimentary finale, but where he does score is in the finale he brings to each ensemble and aria: the balance between movement and stillness is flawless. His four lead singers make an integrated team - old enough to have mastered the style, young enough not to have developed mannerisms.

Franco Farnia's Carlo, looking like an Italian Rob Roy, wields his lusty tenor with animal muscularity, and commands an equally impressive *Al di sotto*. As the dastardly Francesco, Dmitri Hvorostovsky reminds us that



From unscrupulous aristocrat to conscience-stricken desperado: Dmitri Hvorostovsky as Francesco

his Verdi is as suave as his Mozart; there's not much depth to the personality, and his nightmare aria doesn't quite come off, but he charts a confident course from unscrupulous aristocrat to conscience-stricken desperado. The American soprano Paula Delligatti is a real find: her Amalia looks fragrant, has a heavenly sense of line, and makes up in artistry and warmth of personality what she lacks in showy brilliance. Carlo Colombara completes the line-up as a dignified father-figure.

The chorus sing as if their lives depend on it, and it is impossible to exaggerate the role of Downes in preparing the score and bringing it to life. Not a note sounds crude; Downes convinces us this is music of tenderness, grandezza and, in the filigree woodwind accompaniments and swaggering caabaletas, bruising vitality.

This week's performances of *I masnadieri* and *La traviata* are the first staged productions in the new Festspielhaus. It's a pleasant enough building. The acoustic is bright and direct, with

just enough resonance. You enter through a dignified old station building, to find an interior of cool 1990s functionalism. But what is a sleepy vacation town of 50,000 inhabitants doing with a 2,400-seat theatre? With top prices of £600 (£200), it's hardly surprising they're struggling to attract audiences. After the Royal Opera, John Eliot Gardiner arrives with his new *Falstaff*, closely followed by the Kirov Opera. Either Baden-Baden has money to burn, or it has ideas above its station.

Both sides of the Bard artfully caught

THEATRE
ALASTAIR MACAULAY
Much Ado About Nothing
Playhouse Theatre, London WC2

How should Shakespeare be spoken, acted, and presented? There is a larger debate on this occurring on our stages than is generally realised. Go, for example, from Cheek by Jowl's *Much Ado About Nothing* to the Young Vic's *Twelfth Night*. Both of them opened in London last week; both of them are distinctive, important stagings: one is miles apart from the other in method.

I imagine that Cheek by Jowl would disapprove of the extremes of unsupported *pianissimo* and of musical accompaniment at the Young Vic; and I imagine that the Young Vic would pursue its collective lips at the textual chopings and multiple employments of the same one song used by Cheek by Jowl. Both use far too many pauses and silences, and both companies are true ensembles; but fine "ensemble style" may really be a modern imposition on Shakespeare. And so on.

My brief here is to report on Cheek by Jowl's *Much Ado*, directed by Declan Donnellan. It is intelligent and lucid, and it makes something fresh, often surprising, from the play's amalgam of black, bitter, sexist melodrama and brilliant, witty, sexually antagonistic drawing-room comedy.

Cheek by Jowl's way with a familiar play has the effect of cleansing the palate. Beatrice and Benedick change from two-dimensional drawing room jesters into tenderly compassionate and pointedly honourable lovers. Claudio's shocking readiness to denounce Hero at the altar as a strumpet is put in context of his (slightly homosexual, largely misogynistic) military male ethos. The absence of obtrusive scenery and the flexible use of stage props is (in Nick Ormerod's designs) a tonic, and is part of Donnellan's always wonderfully mobile directorial method in which scene fluently overlaps with, or contrasts with, scene as if by cinematic editing.

The production (set in roughly Edwardian period) gains momentum and texture as it proceeds. About much of its earlier scenes, I have reservations. The Cheek by Jowl style is often emphatic, sometimes laboured. Some of its splicing of scenes is excessive, as are some of its pauses mid-line. It

takes far too long a time for any of these characters to become three-dimensional; and the house style tends to introduce them with a strenuously one-dimensional character device.

Beatrice and Benedick both draw so much at first that it weighs down their wit. And the ball is so noisy that they have to shout over its music. Far too much is made of the pulling of Hero's bridal bodice-strings; any bride might faint in those conditions, regardless of her degree of shock and innocence. Her father Leonato's slow silent walk across the stage to point his finger at Claudio is an over-artful effort at suspense. Cheek by Jowl strips away many bad post-Shakespearean trappings from Shakespeare; and yet its method is not the art that conceals art.

Something fresh is made from the play's amalgam of witty drawing-room comedy and bitter, sexist melodrama

Saskia Reeves and Matthew Macfadyen are Beatrice and Benedick. Their playing of the later scenes is beautifully multi-faceted, funny, and touching; their big scenes are played with greater delicacy and speed than almost any other London production of at least the last 10 years. Too bad they have to work so hard earlier on. For a long while, only Justin Salinger as Borachio speaks the speech trippingly. But there is no bad performance here; the company style carries even the weakest actors. Too much point is made of "Men were deceivers ever" (this *Much Ado* bows on the back of making *Much Ado* a feminist tract); but the company's singing of the wedding and mourning chorales (music director Paddy Cummen) is most affecting.

Seldom onstage is *Much Ado* both dark and light. Sometimes it is too unrelentingly bitter, usually too brightly comic. Cheek by Jowl catches both sides. At times, you want it altogether more artless; but, by the end, it has added up into a complex experience. One is both uplifted and disturbed; and the combination makes one feel - as Shakespeare should - more human.

INTERNATIONAL Arts Guide

AMSTERDAM

OPERA
Netherlands Opera, Het Muziektheater
Tel: 31-20-551 8911
Siegfried by Wagner. New production conducted by Hartmut Haenchen in a staging by Pierre Audi; Jun 13

BERLIN

CONCERTS
Konzerthaus
Tel: 49-30-203080
● Berlin Symphony Orchestra: conducted by Michael Scharnowski in Messiaen's "Turangalila" Symphony; Jun 11, 12, 13, 15
● Berliner Symphoniker: conducted by Stefan Malszew in works by Brahms and Strauss. With clarinet soloist Wolfgang Meyer; Jun 14

Philharmonie
Tel: 49-30-2548 8354
● Berlin Philharmonic Orchestra: conducted by Lorin Maazel in works by Strauss and Wagner; Jun 10, 11
● Berlin Philharmonic Orchestra:

conducted by Wolfgang Sawallisch in works by Haydn; Jun 15

OPERA
Deutsche Oper
Tel: 49-30-34384-01
Ménott by Massenet. New production conducted by Jiri Kout in a staging by Cesare Lieva. With sets by Margherita Fell and costumes by Luigi Persico; Jun 11, 13

BONN

EXHIBITIONS
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland
Tel: 49-228-917 1200
www.kah-bonn.de
Great Collections: the latest in this series of exhibitions is devoted to the Musée du Petit Palais in Paris. Concentrating on the museum's holdings of 19th century French works and ranges across painting, drawing and sculpture. Includes works by Ingres, Delacroix and the impressionists; to Sep 27

Kunstmuseum
Tel: 49-228-776 260
Parti Pris: more than 400 photographs by designer Karl Lagerfeld, including portraits, architecture and landscapes; from Jun 10 to Jul 26

BRUSSELS

OPERA
La Monnaie
Tel: 32-2-229 1211
The Turn of the Screw: by Britten. New production conducted by Antonio Pappano in a staging by

Keith Warner, with designs by Stéphane Lazardis. Cast includes Susan Chilcott and Anthony Rolfe Johnson; Jun 14

DUBLIN

EXHIBITION
Irish Museum of Modern Art
Tel: 353-1-612 9900
Peter Shelton: godspies. Monumental sculptural piece artist, b.1951. Inspired by the human body, it comprises hundreds of lead and fibreglass pipes installed in the museum's West Wing; to Jun 14

GLYNDEBOURNE

OPERA
Glyndebourne Festival Opera
Tel: 44-1273-815 000
● Così Fan Tutti by Mozart. New production by Graham Vick, conducted by Andrew Davis. Cast includes Alan Ople and Barbara Frittol. With the London Philharmonic Orchestra; Jun 12
● Katya Kabanova: by Jaraček. Revival of Nikolaus Lahnhorst's production, conducted by Yakov Kreizberg, with designs by Tobias Hoheisel. Cast includes Amanda Rocco. With the London Philharmonic Orchestra; Jun 11, 14

HELSINKI

OPERA
Finnish National Opera
Tel: 358-9-4030 2211
● Die Walküre: revival of last year's collaboration between Leif Segerstam and Götz Friedrich, with

designs by Gottfried Pitz; Jun 11, 14
● The Magic Flute: by Mozart. New production by Swedish director Etienne Glaser, designed by Peter Tillberg. Conducted by Otko Karu; Jun 10

LONDON

CONCERTS
Barbican Hall
Tel: 44-171-638 8891
London Symphony Orchestra: conducted by Bernard Haitink in works by Mozart and Strauss; Jun 11, 14

Wigmore Hall
Tel: 44-171-935 2141
Aaron Rosen: recital by the violinist of works by Beethoven, Bach and Brahms, accompanied by Hugh Sung; Jun 10, 13

DANCE

Barbican Theatre
Tel: 44-171-638 8891
The Royal Ballet: triple bill comprising Ninette de Valois' The Rakle's Progress, Ashton's Birthday Offering, and a new work by Ashley Page; Jun 15

EXHIBITION

Hayward Gallery
Tel: 44-171-261 0127
www.hayward-gallery.org.uk
Anish Kapoor: one of a generation of British artists who came to prominence in the 1980s, Kapoor creates sculptures using stone, steel, and mirrored metal. This is the first major showing of his work in a public gallery in Britain, and includes massive new stone pieces; to Jun 14

OPERA
English National Opera, London Coliseum
Tel: 44-171-632 8300
● Carmen: David Ritch and John La Bouchardière direct a revival of Jonathan Miller's production, conducted by Noel Davies. The title role is sung by Sally Burgess; Jun 11, 13
● Doctor Ox's Experiment: world premiere of a new opera by Gavin Bryars, with a libretto by Blake Morrison, after Jules Verne. The production is directed by Alton Egoan, with sets by Michael Levine and costumes by Sandy Powell. Cast includes Bonaventura Bottone; Jun 15
● Menott by Massenet. New production by David McVicar, designed by Tanya McCallin. Ross Mannon sings the title role and the conductor is Paul Daniel; Jun 10, 12

MANCHESTER

CONCERT
Palace Theatre
Tel: 44-161-242 2503
Opera North: Of Thee I Sing, by George Gershwin. Concert performance, with Rebecca Caine and Kim Criswell; Jun 13

OPERA

Palace Theatre
Tel: 44-161-242 2503
● Opera North: Joan of Arc, by Verdi. New production by Philip Prowse, conducted by Richard Farnes with a cast headed by Susanah Glavieux and Arthur Davies; Jun 10
● Opera North: Eugene Onegin, by Tchaikovsky. New production

by Dalia Ibelthaupt, conducted by Steven Sloane. The cast is led by Alwyn Mello and Peter Savidge; Jun 12

MARTIGNY

EXHIBITION
Fondation Pierre Gianadda
www.gianadda.ch/index.html
Paul Gauguin retrospective: organised to mark the gallery's 20th anniversary. More than 100 works have been borrowed from public and private collections from around the world; from Jun 10 to Nov 22

MILAN

OPERA
Teatro alla Scala
Tel: 39-2-68791
www.lascala.milano.it
Manon Lescaut: by Puccini. Production by Liliana Cavani conducted by Riccardo Muti; Jun 10, 11, 15

MUNICH

CONCERTS
Philharmonie Gasteig
Tel: 49-89-5481 8181
Munich Philharmonic Orchestra: conducted by Horst Stein in Pfitzner's "Von deutscher Seele". With soloists Doris Soffel, Luana DeVol, Thomas Moser and Alfred Muff; Jun 11, 13, 15

SAN FRANCISCO

CONCERTS
Davies Symphony Hall
Tel: 1-415-864 6000
www.sfsymphony.org

San Francisco Symphony Orchestra: conducted by Michael Tilson Thomas in works by Mahler, including Symphony No. 5. With mezzo soprano Frederica von Stade; Jun 12, 13

TOKYO

CONCERTS
Suntory Hall
Tel: 81-3-5584 9999
● Japan Philharmonic Symphony Orchestra: conducted by Neeme Järvi in works by Grieg and Beethoven; Jun 13
● Yamori Nippon Symphony Orchestra: conducted by Jeffrey Tate in Haydn's Die Jahreszeiten; Jun 11

TV AND RADIO

● **WORLD SERVICE**
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)
● **EUROPEAN CABLE AND SATELLITE BUSINESS TV**
● **CNN International**
Monday to Friday, GMT:
06.30: Moneyline with Lou Dobbs
13.30: Business Asia
19.30: World Business Today
22.00: World Business Today Update
● **Business/Market Reports**
06.07; 06.07; 07.07; 08.00; 08.20; 10.20; 11.20; 11.32; 12.20; 13.20; 14.20
At 08.20 Tanya Beckett of FTTV reports live from Liffe as the London market opens.

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EDWARD MORTIMER

Serb tragedy

In Kosovo, as in Bosnia, western intervention seems likely to be too late and too half-hearted to avert disaster

Terrorism pays. At least, it does if you accept the US description of the Kosovo Liberation Army as a "terrorist" organisation.

A year ago, Kosovo was an issue strictly for Balkan specialists. They knew it was where all the Yugoslav troubles started in the late 1980s when Slobodan Milosevic, the president of federal Yugoslavia, whipped up Serb fears of Albanian domination to build himself a nationalist power base. They also knew it was an unresolved problem, since the ethnic Albanians (82 per cent of the population) aspired to independence, while the Serbs remained implacably determined that Kosovo – "our Jerusalem" – was an inalienable part of Serbia.

That was why the US maintained an "outer wall" of sanctions (mainly a ban on World Bank and International Monetary Fund loans) on Serbia even after Mr Milosevic had accepted the Dayton agreement on Bosnia. But little was actually being done about Kosovo. It was not a crisis worth the attention of presidents or prime ministers.

Now, by contrast, Tony Blair is discussing it on the phone with Bill Clinton and Boris Yeltsin. The European Union and the US are reimposing sanctions. Nato is reviewing military options. The UK is circulating a draft UN Security Council resolution authorising the use of "all necessary measures". This is serious stuff.

What has changed? A year ago Kosovo was miserable, poor, sullen, resentful... but peaceful, because the population was sticking to the Gandhian strategy prescribed by Ibrahim Rugova, the "president" it

had elected, unofficially but overwhelmingly, in 1992.

Mr Rugova aimed to achieve independence peacefully, by cultivating western support and counting on the 16-to-one difference in birth rates between Albanians and Serbs. Better wait a decade and win peacefully, he argued, than rush and risk hundreds of thousands of lives.

But this strategy became increasingly untenable after Dayton. As the Bosnian journalist Tihomir Loza explains in last month's issue of the review Transitions: "Rugova's great strength was supposed to be access to western governments, but he – and thus the Kosovo Albanians – had failed to win an invitation to the biggest Balkan talks of the decade."

The Bosnian Serbs, who had committed all kinds of atrocities, won a place at the table and a virtually independent state comprising nearly half of Bosnia's territory. The Kosovo Albanians, who had behaved with exemplary

moderation, got nothing.

Not surprisingly, some of them decided to abandon Mr Rugova's strategy and begin a guerrilla war. No doubt they anticipated the ferocity of the Serbian counter-offensive – which has now driven tens of thousands of ethnic Albanians from their homes – counting precisely on that to mobilise international interest.

Sure enough, it has done. Unfortunately it has also played straight into Mr Milosevic's hands. For him, to quote Mr Loza again, "the recent violence in Kosovo has been a political boon, mobilising public support and pulling any straying politicians into line."

So the world's attention is aroused. It can see what Mr Milosevic is up to. This time, it wants to stop him before it is too late. What can or should it do?

There are only three possible outcomes, succinctly summarised in a timely book from an Athens think-tank. They are: independence; partition between Yugoslavia and Albania; and some degree of

autonomy within Yugoslavia.

So far the Kosovo Albanians, in public at least, are willing to accept only the first. But the Serbs, "with their fatal instinct for worst-case scenarios", as the retired British diplomat Sir Reginald Hibbert puts it, "choose to interpret this as meaning 'Anschluss' with the republic of Albania".

The west, so far, also opposes independence, having decided in 1991-92 to accept the break-up of the former Yugoslavia while treating the frontiers of its constituent republics as sacrosanct. (Kosovo has been part of Serbia since 1912, although between 1974 and 1989 it was in all but name a separate republic.)

Behind this apparently arbitrary doctrine lies the fear that independence for Kosovo would trigger a further conflict in Macedonia, where the large Albanian minority (officially 23 per cent, but claiming to be 40 per cent, of the population) is almost as disaffected from Slav rule as is the majority in Kosovo.

The solution most outsiders would favour is for Kosovo to be given equal status with Montenegro as a third republic in the Yugoslav federation, in return for an internationally guaranteed undertaking not to secede.

This idea is apparently backed by President Fatos Nano of Albania; and Mahmut Bakalli, a former Titoist leader in Kosovo who openly advocates it, was included in the team formed by Mr Rugova in April to negotiate with Mr Milosevic.

Unhappily, those talks have now collapsed. Mr Milosevic has opted for war which, as elsewhere in the former Yugoslavia, will lead, via ethnic cleansing, to either partition or the expulsion of the Serbs from the entire province. It bodes no good to anyone in the region – but least of all to the local Serb population in whose interests it is ostensibly being fought.

Kosovo: Avoiding Another Balkan War, Ed. Thomas Veremis & Evangelos Kofas, Eklaprep, Athens, fax +30 1 364 2139
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Edward Mortimer@FT.com



Rugova: his peaceful strategy became untenable after Dayton

LETTERS TO THE EDITOR

Risk-taking overly encouraged by safety nets

From Mr Hugh Douglas.

Sir, Stephen Fidler's article on a safety net provided by the International Monetary Fund, or any other financial institution, having the effect of being a "moral hazard" is correct ("The danger of a safety net", June 4).

Many examples exist that substantiate the view that, indeed, safety nets do inculcate taking greater risks than would otherwise be the case. We are human, fortunately. I can cite several examples:

● Many economists in the US state that the saving and loan crisis was in part caused by the federal government insuring each deposit account for \$100,000, which allowed S&L to

assume higher risks with depositors' money. Had the insurance been for each depositor, the meltdown may not have occurred.

● Automobile insurers find that four-wheel-drive "Jungle Jim" vehicles (sport utility vehicles) have more accidents in wintry and rainy conditions than ordinary cars because drivers take greater risks, believing that all is safe with 4WD.

● In the UK, when wearing seat belts was made mandatory, serious injury and death of drivers and passengers declined, but more pedestrians were injured and killed. Why? Because drivers took greater risks, believing that seat belts would hold them from harm.

● Insurers in the US discovered that companies carrying high coverage against fire and accidents are more likely to file claims because, feeling "safe" with high levels of insurance protection, employees are less careful and tolerate risky situations.

These examples merely suggest, and rightly so, that humans override safety mechanisms because of a natural propensity for risk-taking. I would suppose that the invention of the stirrup allowed a rider to gallop faster and turn quickly had no effect at all on safety because the horseman, no doubt a gallant and dashing fellow, was able to be a swashbuckler with more derring-do than sense.

Bankers, brokers, investors, politicians, statesmen even, are human. They take greater risks to increase profits (not a bad word) or their egos (probably bad) knowing governments (we taxpayers) will guarantee their follies.

The IMF does more harm than good. Crashes are healthy because they clean out a system gone awry, and swashbucklers, riding a frothy beast of liquidity, return to milking cows, or whatever they came from before being attracted to easy cream and riches.

Hugh Douglas,
80 Austin Drive,
PO Box 1092,
Burlington VT 05402, US

Hardly a case of reform

From Mr Edward S. Herman.

Sir, Your statement, in "California's reform campaign curbs" (June 4), that "Legislative attempts to cut the vast amounts of money spent in US political campaigns looked doomed to failure after voters in California rebuffed efforts to reform campaign finance", once again seriously misuses the word "reform".

The defeated California initiative was designed almost entirely to limit the contribution of organised labour to elections. But as labour accounts for only one-seventh as much as business in the sums spent on US

elections, this "reform" hardly gets at the heart of the matter, and is in fact a tactic of Republican friends of business to further bias electoral money flows in their favour.

Your statement that the anti-union measure was "narrowly defeated" in a 54-46 per cent vote is also misleading. The FT referred to a comparable margin of victory by Bill Clinton over Bob Dole in 1996 as "a solid vote of confidence".

Edward S. Herman,
28 Fairview Road,
Penn Valley, PA 19072,
US

Not the SFO's conclusion

From Mr James O'Donoghue.

Sir, The headline "Fraud prosecutors' methods challenged" (June 8) and report by John Mason that the Serious Fraud Office "... concluded last year that criminal dishonesty was behind the £77m losses suffered by NatWest Markets over the mispricing of derivatives..." are a misrepresentation of the SFO's position with regard to the allegations made in the Papouli/NatWest Markets case.

The SFO was satisfied that the alleged £77m losses suffered by NatWest Markets were not caused by dishonesty or fraud. What was

apparent to the SFO was that there had allegedly been a dishonest cover-up or concealment of the losses to avoid detection; this allegation, if proved, could have constituted false accounting, an offence under the theft act. However, the case appeared fundamentally no different, except in scale, from other cases of alleged mis-marking which the regulators deal with regularly.

James O'Donoghue,
head of information,
Serious Fraud Office,
10-16 Elm Street,
London WC1X 8BJ,
UK

Employers must also play their part in career building

From Mr Scott McQuade.

Sir, I was reassured by Professor John Hunt's article, "Depression: Survive the mid-career crisis" (June 3), that I'm not alone. But he lets employers off too lightly. True, we must each take charge of our own careers and avoid playing

victim. But surely employers wanting loyal and ambitious staff should provide career-building opportunities? Failing that, a modern employer should, for its own sake, invest in skills development or, at a minimum, career counselling.

Given the emphasis of

recruiters on prior experience, employees are likely to have the greatest chance of extending their skills while working for their current employers. Without opportunities to expand and develop, a career path becomes much narrower and there is less scope to break out.

I also suggest that, due to an increasing emphasis on recruiting young staff, many employees face career crises much earlier than 38-46 years specified by Prof Hunt.

Scott McQuade,
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Dead end drugs war

Washington is flirting with the idea of changing its tack on combating the world's illegal drugs trade, says Stephen Fidler

In the US war against drugs, upsetting Mexico has been a long tradition. More than 80 years ago, as lawmakers in Texas debated the first ordinance to outlaw marijuana in the US, a Texas senator declared: "All Mexicans are crazy and this stuff is what makes them crazy."

Last month, Mexicans howled in protest after a US "sting" operation to lure Mexican bankers appeared to have been carried out without the knowledge of Mexico's government.

More than Mexican sensibilities have suffered in what many view as one of the US's least successful export: drugs prohibition. Since 1976, when San Francisco city authorities banned opium smoking, US strategy has emphasised legal prohibition. This approach has been followed in much of the western world. The trouble is most drugs transactions bring together willing sellers and willing buyers. Neither is anxious to report a crime.

Dissatisfaction with existing policy, at least among some opinion formers, greeted leaders from around the world as they arrived in New York this week for a three-day special session of the United Nations General Assembly on drugs policy. It was contained in a letter published in a two-page advertisement in the New York Times from about 350 public figures and academics – including Javier Pérez de Cuellar, former secretary-general of the UN, George Shultz, former US secretary of state, and George Soros, the prominent international financier.

"We believe that the war on drugs is now causing more harm than drug abuse itself," they argued. The strategy, which "focuses largely on criminalisation and punishment", had helped create an illegal drugs industry worth an estimated \$400bn a year (equivalent of 8 per cent of world trade). "The industry has empowered organised criminals, corrupted governments at all levels, eroded internal security, stimulated violence and distorted both economic markets and moral values." It had hampered public health efforts to

counter the spread of diseases such as HIV. In its name, human rights had been violated, environmental assaults perpetrated and prisons inundated.

Though thin on concrete proposals, the letter argued that there was an alternative: to "reduce the harms associated with drugs" as opposed to a no-holds barred attack. Proponents of a "harm-reduction" approach, such as US-based academics Peter Reuter and Jonathan Caulkins, argue that the traditional goal of US drugs control policy – reducing drug use – is too narrow.

In a 1995 paper they wrote: "The principal goal for drug policy should instead be to reduce harms to society arising from the production, consumption, distribution and control of drugs. Total harm (to users and the rest of society) can be expressed as the product of total use and average harm per unit of use... Attention has been focused on the first; greater attention to the second would be beneficial."

Many proponents of harm reduction lean towards decriminalisation of the consumption of some drugs, though most do not favour outright legalisation. Nonetheless, their approach meets no favour with current policymakers in the Clinton administration, who see it as the thin end of a wedge leading to legalisation. The administration is sensitive to the charges of being "soft on drugs" given

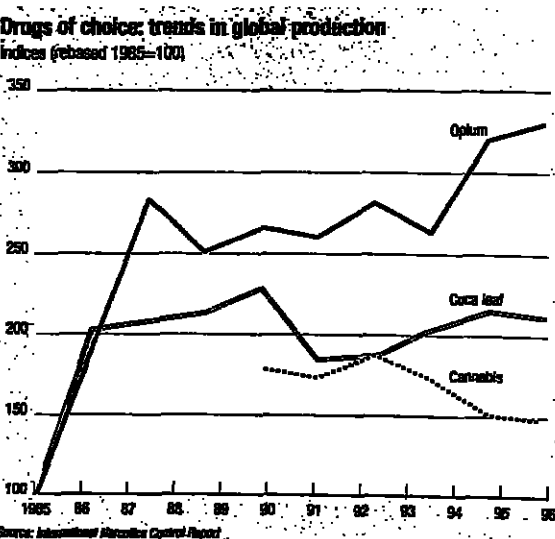
quantity of cocaine consumed," they said. This conclusion is based in part on other work suggesting criminalisation increases the price of drugs five-fold.

Though it has maintained the essence of its anti-drugs strategy, the administration has shifted its approach. One example is its conduct of the "drugs war" abroad, which is recognised to have contaminated its relations with much of Latin America. The administration has softened its rhetoric and is now willing to lay as much stress on demand as supply, even conceding that it is also an important drugs producer (as well being the principal market).

Moreover, the emphasis is being reduced on the annual "drugs certification" by the US, through which the administration assesses how other countries are doing in the drugs fight and levies sanctions against those deemed not to be co-operating. While not removing the certification law from the statute books, Washington is placing more weight on multinational bodies, such as the Organisation of American States, through which other countries will be able to criticise the US too.

The administration has also made soothing public noises about the "visionary thinking" of Pino Arlacchi, the new director of the UN Drug Control Programme. He has used this week's meeting to seek funding for a programme to use alternative development strategies to eradicate all coca and opium poppy plants in the world by 2008. This is not to say US officials do not have their doubts, partly because they do not want to pour money into producing regimes, such as those in Afghanistan and Burma.

Many politicians in the US and elsewhere remain unconvinced of the necessity to take a new approach. Spencer Backus, a Republican congressman from Alabama, incensed by Mexican criticism of last month's sting operation, said yesterday: "The war on drugs will always be stymied if we put diplomatic concerns first and let drug dealers continuously hide behind national borders."



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INTEREST

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By Gwen Rob

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Photo taken at the Warwick Champs Elysees, Paris.

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Wednesday June 10 1998

The banks in east Asia

Outside sources of finance - particularly banks - bear heavy responsibility for the Asian financial crisis. On this, the Bank for International Settlements has a grim story to tell in its latest annual report. The tale demands not just attention, but prompt action.

The BIS report starts by casting doubt on the popular nostrum that better information will eliminate such crises. "What is also needed is the vision to imagine crises and the will to act pre-emptively," it warns persuasively.

This is no idle warning. In the five most affected Asian economies, net interbank lending, plus lending to non-banks, ran at an annual rate of \$22bn between the last quarter of 1996 and the third quarter of 1997. Then, in the fourth quarter, the inflow suddenly turned into an outflow of \$32bn.

Unfortunately, the lenders were not just incompetent. They had reason to suppose they would be repaid: governments - notably of South Korea and Thailand - guaranteed the liabilities of their banks. It was also plausible to assume they could be persuaded, or forced, to help repay debts owed by non-banks as well; and that they would obtain the foreign currency needed to meet many of the liabilities from international rescue packages.

No less important to such calculations must be the willingness of borrowers to bear pain. The Organisation for Economic Co-operation and Development has recently forecast an improvement of \$10bn in the current accounts of the five most adversely affected Asian economies between 1997 and

1999. So much of the debt may indeed be repaid.

Lend stupidly; act tough; and watch the money return. That is a perfectly sound policy for the world's most powerful banks. Is it a satisfactory one? The answer must be no, not just because of the encouragement to take such risks again, but also because of the burden imposed on ordinary people in the capital-importing countries.

This sorry tale raises fundamental questions, all noted by the BIS. One is whether it can ever make sense to offer public safety nets to both debtors and creditors which seem to eliminate virtually every form of risk. Another is whether supervisory regimes are encouraging banks to be imprudent, particularly in the interbank market.

The burden imposed upon banks that rely on implicit government guarantees needs to be greater. They should, for example, take some responsibility for the "ongoing provision of credit to customers to whom they had previously lent all too freely". To bring banks to the negotiating table, a "unilateral stay of payments" could well be helpful. To achieve this, international financial institutions should lend even to countries in default as long as they have acceptable policies.

Not least, prevention will never work perfectly. There must also be an orderly winding down and subsequent work-out of unpayable private debts, whenever these threaten the stability of entire economies. This is not just the right policy; it needs to start now in east Asia. Otherwise, the prospects for the afflicted economies will be blighted for years.

After Abacha

The death of General Sani Abacha, Nigeria's military leader since 1993, raises yet more fears about the stability of Africa's most populous nation, its largest debtor, its biggest oil exporter - and possessor of the continent's biggest army.

There is, however, now an opportunity for General Abdulsalam Abubakar, Nigeria's new leader, to break the impasse in relations with the rest of the world, and commit Nigeria to a genuine transition to democracy. If there is to be any chance of this, the sooner talks at ministerial level are held with the new regime the better.

But first a confused policy needs to be clarified. The Commonwealth is divided, with African members less enthusiastic in their support for the modest sanctions in place - on visas or the supply of arms - than Britain. Yet even Britain, along with other members of the European Union and the US, has been sending mixed signals. While talking tough, western countries are reluctant to impose measures - notably an embargo on Nigerian oil exports - that would damage their commercial interests.

The new leadership in Nigeria, however, offers the chance to persuade Gen Abubakar to start

anew. Any fresh initiative should accept that the promised return to civilian rule by October this year has long lost credibility. Nor does it seem practical to return to the aborted poll of June 1993, won by Chief Moshod Abiola but annulled by the regime.

Instead fresh elections must be held within 12 months. The west can encourage the new Nigerian leadership down this path, by spelling out the benefits of rescheduling the country's \$35bn external debt in return for economic reforms. It can help with retraining the army and support a demobilisation fund which provides golden handshakes to officers who would otherwise want to retain power for the sake of the patronage it brings.

The international community should co-ordinate a crash programme of assistance: rapid despatch of basic drugs for clinics, buses to ease the chronic transport problem, help in rebuilding universities and civil services. These measures can be financed out of oil earnings to come.

An essential part of the bargain must be the release of Chief Abiola and former military leader Olusegun Obasanjo. The transition to democracy will still be perilous, but would be a welcome step in the right direction.

France grounded

Airline managements are notoriously loath to stand up to their pilots. The people who fly the aircraft are highly skilled and hard to replace, and they know it. But as the stoppage by Air France pilots today enters its 10th day, kick-off time for the World Cup, the state-owned carrier and the government of Lionel Jospin are at last showing some backbone. If they are successful, the outcome could prove a watershed in how the government tackles the problems of its oversized state sector.

The dispute is the legacy of past failure of governments to support Air France chiefs in restructuring the airline. Bernard Attali was ready in 1983 to take on a strike by the Air France unions, but was fatally undermined by the then Gaullist prime minister, Edouard Balladur. His successor Christian Blanc turned the airline around and put it into profit. But his plan to secure this achievement through privatisation ended last year in a quarrel with Mr Jospin and in his own resignation. New in office, Mr Jospin was at that stage too nervous about the reactions of his left-wing coalition allies to contemplate privatisation. Now, master of his coalition and riding high in the polls, Mr

Jospin seems willing to make amends for his earlier faint-heartedness. His is backing the plan by Jean-Cyril Spinetta, the current Air France president, to sell off 20 per cent of the airline's capital by the end of the year, and to fund an ambitious investment programme out of internal savings.

Mr Spinetta wants to top FF500m (\$51.2m) a year off his pilots' wage bill. This might seem a lot, were it not for the fact this is only one-sixth of Mr Spinetta's total planned savings and that the average Air France pilot is paid 40 per cent more than his Lufthansa counterpart and 19 per cent more than at British Airways. For this reason, the pilots' strike is generating little public sympathy, all the more so because of the disruption to world football's showcase event. The strike has already wiped out more than half the FF1.5bn profit Air France made last year. Its first surplus in seven years. It has also cost the airline market share at a time of peak demand. But the long-term damage of conceding to the pilots would be far greater. A cave-in would surely sabotage the partial privatisation, the key to the airline's industrial and financial future.

It likes to call itself the Giant of Africa. It talks about one day having a seat on the UN Security Council. It sends troops to restore democracies abroad. But burdened by debt, debilitated by corruption, and victimised by decades of military mismanagement, Nigeria has long been a symbol of continental failure. Now, under yet another Khalid-led president, it faces the possibility of something much worse: not merely drift but disaster.

The country, which yesterday swore in its eighth military leader since independence, has already seen its income per head whittled down from \$1,000 in the early 1980s (when it was categorised as a middle-income country) to a paltry \$300 today. Total oil revenue of more than \$20bn over 25 years has proved a curse not a blessing as successive military regimes have squandered it on white elephants or diverted it to bank accounts abroad. Self-serving policies have laid a once-powerful agricultural sector to waste.

Yet Nigeria is no ordinary African basket case. With an estimated population of at least 100m, an oil industry that exports 2.2m barrels a day (making it the world's seventh largest exporter) and a large, potentially disruptive army, Nigeria matters to Africa and to the wider world. The country, still the second-largest sub-Saharan economy after South Africa, has debts to the tune of \$35bn, making it a serious worry for the international banks.

Now, Nigeria is at a turning point. Under the leadership of Major-General Abdulsalam Abubakar, thrust into office yesterday after the unexpected death of General Sani Abacha, it has the opportunity to arrest the drift of three decades. If it does, it could slip further towards the fate of the Democratic Republic of Congo (formerly Zaire), a country whose civil and physical infrastructure has collapsed and which has fallen so far it may no longer have the capacity to engineer its own recovery.

Nigeria might just drift on wearily, as a parish state with an impoverished hinterland increasingly detached from an enclave, and still functioning, oil economy. (After all Angola managed to keep exporting oil during the bloodiest years of its debilitating civil war.)

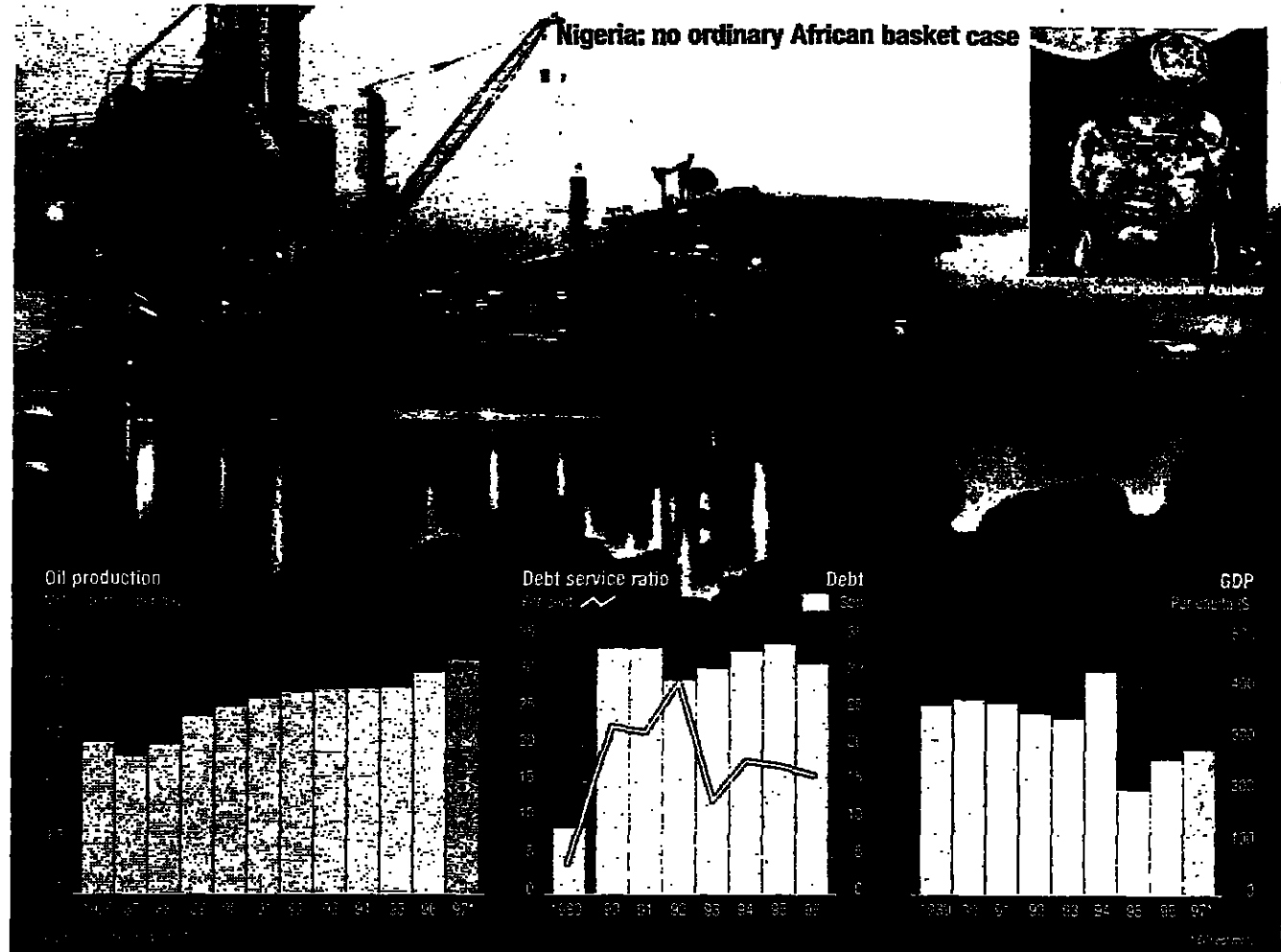
But Nigeria could just as easily fulfil the nightmare of long-time observers by breaking up along ethnic and religious lines. It threatened to do just that during the Biafran war of 1967, when the oil-rich south-east of the country declared independence. One possibility now is that the Moslem north, which controls the army, could commandeer the south-east and expel the Yoruba-dominated south-west from the federation. Lurking in the background is the danger of a resurgence of Moslem extremism, which could spread beyond Nigeria's borders (nearly half the country are Moslems).

What further complicates matters for outsiders is Nigeria's regional security role in Africa. Only recently, the Commonwealth (whose relationship with the Abacha regime was at an all-time low) felt obliged to put Nigeria on the back for its military efforts in restoring the exiled government of Sierra Leone.

Perhaps the most serious consequence of Nigeria's continued malaise is the damage it would

Africa's 500lb weakling

As one military leader replaces another, Nigeria is poised between the possibility of recovery and a final descent into chaos, say **Michael Holman** and **David Pilling**



do to Africa's image. The change-over comes at a time when President Bill Clinton and others have been portraying the continent as being on the verge of economic and political renaissance under a new generation of democratic leaders.

The optimistic view already looks naive, given disappointment over General Laurent Kabila's new administration in Congo and the unexpected war that has erupted between Eritrea and Ethiopia, two of Africa's supposedly rising democratic stars. If Nigeria drifts into chaos, the vision of a new Africa will be all but dead.

So how did things go so wrong for Africa's giant? When Nigeria gained independence from Britain in 1960, many thought it could become the economic motor of the continent's growth. Such illusions were quickly shattered. After a turbulent initial period of civilian rule, the army stepped in, setting in train a string of military regimes and an establishing a pattern of corruption, hideous even by Africa's lamentable standards.

Nigeria is still paying the price. Petro-dollars were used to prop up the naira, the local currency, whose strength was treated as a symbol of national vitality. The agricultural sector, once the pillar of the economy, was destroyed as palm oil and peanut exporters were unable to compete internationally with such an overvalued currency.

Petroleum earnings were also squandered on corruption-riddled building projects, such as a lavish new capital at Abuja, or a fanciful steel mill at Ajaokuta, which could never have made money and has still not been completed, even though billions of dollars have been spent on its construction.

By the early 1980s, reality began to catch up. It became

clear the country was spending beyond its means. The national development plan for the decade was based on an optimistic projection of oil at \$40 a barrel; the price turned out to be less than half that. Things have not improved much. The current budget is still based on an unrealistically high oil price.

A country that once boasted of thriving political parties and the freest press in black Africa was subjected to stage management by military regimes determined to create civilian parties beholden to them. The judiciary lost its independence. Schools and hospitals ceased to function. The drastic decline of such institutions is raising the fears of national break-up without them, Nigeria has little to hold itself together. The university at Ibadan, once a centre of learning, even stopped ordering new books. Like Nigeria itself, it has become cut off from the world.

If Nigeria drifts further into chaos, the vision of an African renaissance will be all but dead

With each passing year, the country's debt arrears mounted and the industrial sector, starved of foreign exchange, was reduced to barely one-third of its working capacity. So far has Nigeria's economy fallen that, even though it continues to pump oil freely, it is forced to import petroleum for want of a working refinery.

For the international community, no African country has proved so frustrating. But for all the tribulations, there is still money to be made by foreign

companies. The oil and gas operations of Shell, Mobil, Chevron and Elf are among the most profitable in their sprawling empires. After the execution of the activist Ken Saro Wiwa in 1993, the Commonwealth threatened to expel Nigeria and introduce sanctions, but national divisions and lobbying by multinationals ensured this threat was never carried out.

That brings us to today. Unenviable though Gen Abubakar's inheritance is, the fact that the international community has never entirely severed links provides at least a glimmer of hope. If Nigeria's new leader is to stop the post-independence rot, he must accomplish two things.

First, he must re-establish a semblance of political legitimacy, destroyed by the previous regime when it cancelled the 1993 election won by Chief Moshod Abiola. Mr Abiola, along with Gen Olusegun Obasanjo, a respected former military leader, are now prominent political prisoners. An initial clue to the intentions of Gen Abubakar will come from his treatment of these two men.

It is not clear how Gen Abubakar will choose to act. He has wider experience of the outside world than Gen Abacha who spent his last years closeted in Abuja, seldom emerging from his heavily guarded presidential compound. Gen Abubakar trained in Britain and the US, and also served with UN peacekeeping forces in Lebanon. Optimists hope his international experience will free him of the bunker mentality of the Abacha regime, and that he will begin to make gestures such as the release of prisoners. That, though, is to assume he commands the total allegiance of an army that Gen Abacha kept in check by clamping down on plotters, real or imagined.

Like authoritarian leaders else-

where contemplating reform, Gen Abubakar will be fearful of initiating a process he may not be able to control. If he keeps opponents in prison, his credibility will be damaged and pressures - both domestic and international - will mount. Yet if he releases them, he runs the risk that accumulated popular frustrations and deep loathing of the military will sweep him from office. That could prompt a clampdown from his fellow officers, repeating Nigeria's post-colonial pattern of coup and counter-coup.

Nor is there a risk-free answer to the country's economic woes. Gen Abubakar's main challenge is to reschedule the country's debt, which requires striking a deal with the International Monetary Fund. In 1993, the IMF in effect severed relations with Nigeria for repeated violation of agreements. Winning an endorsement from the Fund would require painful decisions at home. A key condition would be the abolition of the two-tier exchange system, a form of patronage that has helped the military stay in power by allowing favoured allies and hangers-on to buy dollars at a discount. Even if he wanted to, Gen Abubakar's power base may not be strong enough to allow such a move.

Yet if there is no deal with the Fund, Nigeria's future is bleak. The country would continue to be cut off from international capital and would be forced to survive on its oil exports, which make up 80 per cent of foreign exchange earnings. With oil prices hovering at about \$14 a barrel, far below the \$17 on which this year's budget was based, that could prove to be a near-impossible task.

Gen Abacha died in his bed. If Gen Abubakar is unable to resolve his country's dilemmas, he may not be so fortunate.

OBSERVER

Herbie halted in Hamilton

The master carmakers of Wolfsburg won't be losing any sleep over it, but the new Volkswagen Beetle has been banned from Bermuda. Government officials have ruled that the curvaceous motor is too fat for the narrow streets of Britain's north Atlantic colony. Despite protests from petrol heads among the 60,000 population, the modern-day Love Bug won't be cruising the pastel-painted avenues of Hamilton. "The vehicle is too wide," says Donald Dane, who runs Bermuda's Transport Control Department. Cars on the determinedly imperial island must be no more than 169 inches long and 67 inches wide - and Dane insists that the Beetle is an inch too broad in the beam.

While Bermudians equipped with blow-torches have been able to shorten other cars to meet the regulations, nothing much can be done about the width. So while interest in the son-of-Herbie is strong among discerning drivers, would-be Beetle owners seemed doomed to disappointment, unless the authorities are prepared to give an inch.

Smooth operator

How many former finance ministers does it take to run a telephone company? Henning Dyremose,

one-time conservative minister of finance, was yesterday picked to run Danish national phone outfit Tele Danmark; alongside him on the platform was none other than Knud Heinesen, chairman of the supervisory board and holder of the government finance portfolio in the early 1990s.

But the question taxing many Danes is whether current finance minister Mogers Lyksetoft knew what he was doing earlier this year when he sold a controlling interest in the national treasure to Ameritech of Chicago. Dyremose, 52, who cut his commercial teeth at healthcare group Novo Nordisk and quit politics five years ago, skirted round the issue. "I shall be happy if I can prove by Tele Danmark's performance," he said, "that the present finance minister did the right thing."

Be interesting to see if Lyksetoft ever claims a seat at Tele Danmark's top table.

Attila the fun

The new government taking shape in Hungary isn't exactly fun-filled and colourful. But there are one or two faces likely to enliven cabinet meetings - such as Smallholder party chief Jozsef "Jozsi" Torgyan, a man whose old world charm disguises, according to his critics, an ability to change his tune more often than a jittery juke-box. Then there's technocrat Attila Chikan, the nominee for the powerful new economics ministry, a convivial sort who's not averse to a drink

and a back-slapping laugh.

Former academic Chikan has dedicated most of his 54 years to his *szakdolgozat* - a kind of alternative university teaching subjects outside the former communist curriculum. In the old days Hungary's young elite learned the black arts of market economics at Chikan's knee; nowadays his analyses are found in the upper echelons of government, commerce and academia.

Former pupils fondly remember Chikan, who'll be in charge of everything from industrial policy to trade, casually walking the dormitories in a dowdy Socialist-era track suit. He's also credited with the gift of nodding off during meetings only to wake up with total recall. Could be useful in his new job.

Offside

The World Cup soccer festival could have some unpredictable knock-on effects, according to a survey of UK company finance chiefs carried out by Reed Accountancy Personnel and Accounting magazine. One manufacturer of soft drinks and drink dispensing equipment says demand is certain to rise during the tournament which finally kicks off today. And so does the finance director of a company which leases and hires car radios.

So does he think everyone will want to be close to a radio to make they don't miss the action? Actually, no. He reckons everyone

will be inside watching the big games on television instead. "Therefore, there could be an increase in car theft."

PoW wow

As Ethiopia and Eritrea go to war, spare a thought for Ethiopia's ace fighter pilot, Colonel Bezabeh Petros, captured last week after his MiG 23 was shot down after a raid on Asmara airport.

"Haven't we seen you before?" asked his captors. Indeed they had: Bezabeh got his first taste of Eritrean hospitality in May 1984, when he bailed out after bombing targets in the north of the country. Held as a prisoner of war until 1989, he chose to remain with his captors until the liberation of Eritrea in May 1991, after which he was sent back to Ethiopia. Must be just like old times.

High flyers

Aviation officials meeting in Montreal are confident that the millennium bug won't cause passenger aircraft to fall from the skies. So confident, in fact, that some of them have pledged to be in the air when the rest of the world is belting out the last few bars of Auld Lang Syne.

Jane Garvey, boss of the US Federal Aviation Administration, says she'll be cruising confidently at 20,000ft come the fateful midnight hour - with her chief bug-fixer sitting alongside. Could be a tense flight.

Financial Times

100 years ago

Porto Rico Expulsion
New York, 9th June. Mr. Walter Bott, Secretary to the British Consulate at San Juan, has arrived in the United States, having received his passport and been expelled from Porto Rico by order of the Governor, General Macias, on suspicion of having furnished the United States with information as to the mining of the harbour at San Juan. Mr. Bott was previously in a dungeon for 56 hours and was grossly maltreated. But the plans of General Macias were in fact disclosed to the American Consul-General at San Juan, not by British officials or subjects.

50 years ago

Supplies For S. Africa
Cape Town, June 9. The new South African Government must take steps to overcome obstacles put in the way of supplies to South Africa by foreign Governments, said Mr. E.H. Louw, Minister for Economic Development, in an interview with Die Burger, the Nationalist newspaper, published to-day. He referred particularly to equipment for the steel industry and building requirements, the lack of which was holding up construction work.

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INSIDE

WIND wins licence for Italy's third mobile phone service

WIND, the consortium formed by Enel, the Italian state-owned electricity company, France Telecom and Deutsche Telekom, has won the licence to provide Italy's third mobile telephone service, the Italian government announced. WIND fought off competition from two other international consortia, including British Telecom, to be named as the organisation that will compete against Telecom Italia mobile (TIM) and Omnitel in one of the world's fastest growing mobile telephony markets.

Potential bidders eye Lonrho Africa

It was no surprise that a group of possible predators for Lonrho Africa has emerged only a month after the group gained independence from its parent company. However, despite interest from associates of George Soros (left), the high-profile investor, and others, a bid for the odd collection of sub-Saharan motor dealerships, breweries and game lodges may not come quickly. Page 21

Brussels to back set-aside increase

The European Commission is expected to back proposals for an increase in the amount of arable land to be taken out of production next year in an effort to curb an expansion in grain stocks. It will consider a "set-aside" level of 10-12 per cent, compared with the existing 5 per cent. Page 26

Markets ease before G7 meeting

Financial markets were uncertain before today's testimony of Alan Greenspan, Federal Reserve chairman, to Congress and a G7 meeting in Paris. Europe's markets lost sight of the record levels they recorded on Monday, although the declines in Frankfurt and Paris were modest. Page 36

USAA in \$450m hurricane bonds sale

A nascent market in catastrophe-linked securities benefited from an injection of investor enthusiasm as USAA, one of the biggest residential insurers in the US, negotiated the sale of \$450m in hurricane bonds. The sale is the second by USAA. Page 24

Europe's aluminium imports grow

Aluminium production in western Europe could not keep pace with demand last year, leaving a bigger gap than ever to be filled by imports, according to European Aluminium Association statistics. The EAA said the gap may widen in 1998. Page 26

Spin-off fails to help Great Lakes

Great Lakes Chemical, the Indiana-based group, never made clear how its spin-off of Ocel, its lead additive unit, would benefit its shareholders. The market values the two companies apart exactly as it valued them together and the group still has to prove it can enhance shareholder value. Page 17

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Network Associates in merger

Software security group agrees \$642m UK purchase

By Christopher Price in San Francisco and Paul Taylor in London

Network Associates of the US agreed the \$642m purchase of Dr Solomon's Group of the UK yesterday in a deal that will create one of the largest network security software groups in the world.

The deal highlights the consolidation under way in the dynamic, anti-virus software market in which the rise of the internet and spread of computer systems has spawned a new generation of computer viruses. There are some 19,000 known strains. Experts estimate that hundreds more are being written every month.

The move also reflects the attention the large computer groups, such as International Business Machines, are paying to the market.

Network Associates was formed a year ago out of the merger of McAfee Associates, another anti-virus software company, and Network Associates, both of the US.

Network Associates said the purchase would strengthen its position in the computer security market in Europe, where the UK group is the dominant rival to Symantec.

Bill Larson, chairman and chief executive of Network

Associates, said there would be some overlap between the two companies' products, but this was outweighed by geographical and technological benefits.

He added that the UK group's leading product, Dr Solomon's Toolkit, would be used as part of Network Associates' enterprise security suites, an integrated software system incorporating anti-virus, encryption, authentication, firewall, intrusion detection and scanning technology.

Network Associates is keen to push into the network management market where it sees

security products as just one of a suite of management tools. This market is dominated by IBM's Tivoli unit and Computer Associates with its TNG Unicenter software.

Network Associates said the all-share acquisition of Dr Solomon's, which is listed on the Brussels-based Easdaq and US Nasdaq stock markets, would incur an undisclosed charge in the group's third quarter.

It would also be "modestly dilutive" to that quarter's earnings. Following the deal, Dr Solomon's shareholders will have an 11.7 per cent interest

in Network Associates. Geoff Leary, chief executive of Dr Solomon's, said it had not been decided which if any of the UK group's executives would stay on.

Dr Solomon's anti-virus software was originally developed by a husband and wife team, Alan and Susan Solomon, who sold their company, SS International, in a management buy-out in February 1996.

SS International's first sales in 1984 were software packages that Mr Solomon wrote in the evenings while working as an oil-sector analyst at stockbrokers Laing & Cruickshank. Mrs Solomon marketed the products part-time during the day while looking after a baby.

US Bancorp in \$2.5bn buy-back

By John Authers in New York

US Bancorp, the Minneapolis-based bank, yesterday announced a \$2.5bn share buy-back, equivalent to more than 8 per cent of its shares outstanding, in an attempt to demonstrate to the market it would not be harmed by its failure to buy Wells Fargo of San Francisco.

Norwest, another Minneapolis bank, announced on Monday it was acquiring Wells Fargo in a stock swap valued at about \$3.1bn.

The US Bancorp announcement led to a day of hectic trading in US bank stocks and renewed speculation that more large regional banks will need to announce mergers as the consolidation of US commercial banks reaches an "end game".

US Bancorp, with \$70.9bn in assets at the end of the first quarter, had long been linked with Wells Fargo, which many analysts saw as a natural partner.

By announcing the buy-back, John Grundhofer, US Bancorp's chief executive, in effect, ended speculation he might launch a hostile counter-bid for Wells Fargo. He also appeared to rule out any mergers of equals for the near future. He said: "We are repurchasing stock because of our confidence in the earnings power of the new combined US Bancorp, which we expect will generate capital in excess of our needs."

US Bancorp's share price was up 3/4 at \$40 1/4 - against the midsession trend for the banking sector. Wells' shares

Top US banks, by asset size

	Total assets	March 31, 1998
1 Citicorp	736.9	\$bn
2 BankAmerica	676.9	
3 Chase Manhattan	565.7	
4 JP Morgan	471.5	
5 Wells Fargo	426.0	
6 First Union	320.4	
7 Bank of America	310.9	

Source: SEC, Compustat

were down 17%, or almost 5 per cent, at \$34.8. Norwest's share price fell heavily for the second day running, and by midday stood at \$35 1/4, down 3.5 per cent for the day. Before the Wells deal was announced, it stood at \$39 1/4. Washington Mutual, the nation's largest savings bank - and seen by some analysts as a possible acquisition target for a bank looking for a branch network in California - fell heavily.

US Bancorp's move came as speculation intensified that a range of large regional banks would need to make mergers in a bid to gain critical mass. This year's series of big bank mergers will create a group of seven US banks with assets of \$190bn or more. Apart from Bankers Trust, no other bank has assets of as much as \$100bn. All of the banks with assets in a range between \$60bn and \$100bn are now under pressure to do deals. The logic is that they could create national franchises.



Race car Italian sports car maker Lamborghini yesterday confirmed it was in talks with Volkswagen over a possible buy-out through the German company's Audi subsidiary. But a surprise rival bid has also been made by a financial consortium believed to be represented by Barclays Bank of the UK. Report, Page 16

Liffe members vote heavily in favour of electronic trading

By Edward Luca

Members of the London International Financial Futures and Options Exchange voted overwhelmingly last night in favour of overhauling the exchange and introducing electronic trading.

In a surprisingly one-sided result, Liffe's 207 members delivered a 96 per cent majority in favour of reform. The vote will result in the overhaul of the world's second largest derivatives exchange. It is the latest in a series of developments at Liffe and other exchanges in the multi-billion dollar derivatives market.

"This is an overwhelming majority which gives us an unequivocal mandate for change," said Daniel Hodson, chief executive of Liffe. "It also vindicates the courageous decision of the board of directors to propose the changes."

The vote completes a dramatic three months for Liffe

during which it transformed itself from a diehard defender of the traditional "open outcry" floor trading system to an institution that yesterday embraced electronic trading.

The move, which brings Liffe into line with its more recently-established continental competitors, leaves Chicago's two exchanges as the last remaining proponents of open outcry trading in the derivatives market. Both exchanges are believed to be making contingency plans for a rapid shift to day-time electronic trading.

Liffe's transformation was triggered by panic following the success of the Deutsche Terminbörse, Liffe's German rival, in winning majority market share in Liffe's most prestigious derivatives contract, the future on the German government bond. It has also included dramatic changes to Liffe's ownership structure.

Under yesterday's proposals Liffe will now change from a

mutual-like structure based upon the interests of its members to a normal profit-seeking commercial company.

The exchange will encourage outside shareholders to take a stake in the company and sever the link between membership and trading permits. On its electronic platform, electronic trading, which is considered to be much cheaper than open outcry, will be introduced for equity options in November and for all other contracts by mid-1999.

Liffe's board, which is due to appoint a full-time chairman in the next few weeks, has yet to decide whether to list contracts simultaneously on its electronic and open outcry system. Experience at Matif, the French exchange, suggests that the days of open outcry on Liffe are numbered. Last week Matif closed its trading floor just seven weeks after introducing its electronic platform.

Banks plan to bring derivatives to forex

By George Graham, Banking Editor

A group of leading international banks is to test a new set of currency indices that could dramatically change the way the \$1,200bn a day foreign exchange market works.

If the indices win wide acceptance, banks could switch to trading foreign exchange through derivative contracts, instead of as cash.

Bankers draw a comparison with the commodity markets, where traders deal in futures contracts for bushels of wheat or barrels of oil, but for the most part never take delivery of the underlying commodity.

Such a system would sharply reduce the amounts banks have to pay each other to settle their currency deals. In today's foreign exchange market, a bank might agree to sell \$100m in return for DM175m. To settle the trade, it would pay over the entire \$100m, while its trading partner would in turn pay the entire DM175m.

Because of the huge sums involved central bankers fear that any disruption in foreign exchange settlements could bring down even the largest international bank.

Under the new initiative, banks that do not require cash delivery could instead trade a derivative called a contract for difference, or CFD. They would settle by paying or receiving only the difference between their contract price and a benchmark exchange rate.

But the development of a CFD market requires widespread acceptance by banks of that benchmark.

The British Bankers Association, which already calculates the Libor interest rate benchmark, is working with Reuters on a set of indices for major currencies which will be piloted for the next three months. The BBA will test two indices, one produced by a panel of banks and the other by a panel of brokers, to see if the two diverge.

A bank that actually needed D-marks could still trade in cash. But, according to Chase Manhattan, one of the leading banks behind the initiative, such transactions account for less than 5 per cent of global foreign exchange turnover.

Japanese banks have shown great interest in an idea that would allow them to resume trading with those suspicious about their creditworthiness.



BARRY RILEY

This year's model boosts UK pension schemes

Odd things happen when you make short-term decisions about how to value long-term contracts.

For instance, it is little more than 12 months since Britain's actuaries persuaded the government to adopt a particular asset valuation formula for the Minimum Funding Requirement, imposed through new pensions legislation. The formula (a kind of dividend discount model) was intended to establish a stable, long-term framework, but was almost immediately sabotaged by last July's Budget, which imposed tax on dividends received by pension funds.

As a result, some finance directors have recently been warned of a collapse of their pension schemes' MFR solvency, in spite of soaring asset prices. True, the strength of asset prices has been balanced by growth in the present value of the liabilities, given that these must be discounted at rates reflecting the collapse in long-dated gilt-edged yields from 7.5 to 5.7 per cent in just over a year. But for UK equities a dividend-based equity valuation model now makes little sense in these days of share buy-backs, which could amount to half the cash aggregate of conventional dividends this year. So the formula has been only temporarily patched up,

through a different market value adjustment, which will reduce the required rate of return on equities for these statutory purposes (thus improving fund solvency against the MFR benchmark).

Meanwhile standardisation of scheme valuations is still elusive. The 1998 Coopers & Lybrand survey of assumptions reveals, as previously, a wide variety of actuarial opinion. If the average actuary can be said to require £100 (£164) of funding, the most cautious will recommend £142 and the most optimistic (possibly one leaning over further backwaters to help an overstretched client) just £71.

Is the latter actuary, however, really all that starry-eyed? The median assumption, after all, is that the real return on investments will be just 4 1/2 per cent. This is only half the actually achieved real return of 8 1/2 per cent over 30 years. But actuaries are trying to draw a cautious line between two contradictory schools of thought: that relevant past returns should be extrapolated, or that the recent high historical returns are not only unsustainable, but must be offset by low (and even, for a while, negative) future returns.

In practice, UK schemes continue to rebalance away from high-returning equities, though only slowly. Detailed

returns for the January-March quarter from the WM Company show that for 1,225 funds (a sample representing about half the sector's assets) £3.1bn was taken out of equities and some £2.7bn transferred into bonds.

Altogether, with overseas equities being bought, as much as £4.5bn net was shifted out of UK equities, implying near £9bn for all pension funds. This may not have represented investment decisions, though, so much as a passive response to the aggressive bidding for stock by corporates through takeovers and buy-backs.

Actuarial caution suffers robust criticism from Philip Isherwood, UK equity strategist at Dresdner Kleinwort Benson. UK pension funds admit to a surplus of £100bn within £900bn of assets. Mr Isherwood says that on the basis of equity returns over 25 years the surplus is £170bn, and a repeat of the last decade would imply £330bn. Perhaps investors, and managements, are being seriously misled about the real cost of pensions.

Coopers & Lybrand's John Shuttleworth says that, against the standard £100, the fund required on the basis of 25 years of equity returns would be £80, and for the last decade it would be just £23. We must not be too hasty. In about 50 years we shall be able to say, tentatively, what the right answer is.

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COMPANIES & FINANCE: EUROPE

FOOD FINNISH GROUP TO PUBLISH SEPARATE FIGURES FOR NEW MARGARINE TIPPED TO BECOME MARKET LEADER

Raisio to split off results for Benecol

By Greg McIvor in Helsinki

Raisio, the Finnish food and chemicals group, will today for the first time disclose separate financial results for Benecol, the cholesterol-cutting margarine tipped to become an international best-seller.

The announcement, to coincide with the publication of four-month profits, will split Benecol sales and operating figures from Raisio's margarine division, which accounted for one-third of

the company's FM4.95bn (\$916m) turnover last year. Raisio has encountered criticism from some investors over the lack of financial data about Benecol's performance in Finland, the only market in which it is sold.

Raisio shares have risen 18-fold since Benecol was launched in late 1995. The margarine sells at seven times the price of ordinary spreads and has a 12.5 per cent share of the Finnish market.

The figures to be unveiled today will include sales and operating profits for Benecol as well as details of the first down-payment by McNeil, a subsidiary of Johnson & Johnson of the US, which is the worldwide licensee for Benecol.

Financial terms behind the J&J collaboration have been kept secret after the two signed an agreement over North American rights one year ago. This was broadened in March into a worldwide venture.

It is known, however, that J&J has contracted to pay royalties and "milestone" payments to Raisio based on Benecol sales. Under the agreement, Raisio sells stanol ester - the plant-based, cholesterol-lowering ingredient in Benecol - to J&J.

Tor Bergman, Raisio deputy chief executive officer and head of the Benecol division, said plans were under way to launch a "palette" of Benecol products in the US by the end of this year,

assuming approval from the US Food and Drug Administration. Stanol ester can be used in any fat-containing food. In addition to margarine, likely products include salad dressings, cooking oil and yogurt.

Mr Bergman hinted that a range of Benecol products could also be introduced in main European markets around the end of this year, depending on regulatory approval. He shrugged off the chal-

lenge from other companies, including Unilever, which are attempting to develop products with similar properties to Benecol.

"The fact that other companies are trying to enter the market proves that we are on the right track," he said.

Mr Bergman added that Raisio had a lead of about two years over any rival and stressed that stanol ester, produced from plant sterols, enjoyed strong patent protection.

Telekom to pilot ADSL data service

By Ralph Atkins in Bonn

Deutsche Telekom, the German telecoms giant, is to launch a pilot high-speed data service from Monday that will enable it to steal a march on other national carriers in multimedia.

The technology, called ADSL (Asymmetric Digital Subscriber Line) technology, could speed the transformation of the industry and opens up the telephone network to video-on-demand and other multimedia services.

Although other telecoms groups have launched small-scale ADSL trials, Deutsche Telekom said yesterday it saw its pilot as a precursor to a national roll-out.

The German group sees the new high-speed links as a supplement - rather than a threat - to its existing integrated digital services network (ISDN) which it has invested billions of D-Marks in recent years. It also argued that ADSL can run alongside its extensive but loss-making conventional cable television activities.

Ron Sommer, Deutsche Telekom chairman, said the goal was to open the new generation of digital services "to the mass market".

Gerd Tenzer, board member with responsibility for networks, added: "We expect that by the start-up phase at the beginning of next year

several tens of thousand customers will be taking advantage of our ADSL offer - by the end of next year, up to 100,000."

After the pilot tests with 100 business and 350 private customers in North Rhine-Westphalia, northern Germany, Deutsche Telekom

ADSL technology allows the transmission of up to 8Mbps to customers and up to 788Kbps in the opposite direction. That compares with up to 128Kbps on an normal ISDN connection, which consists of two 64Kbps lines.

Deutsche Telekom believes it has a big advantage over US telecoms groups because of the relatively short distance between its local exchanges and customers. This means Deutsche Telekom can offer almost all its customers transmission speeds of 8Mbps or more; in the US the maximum would be about 1.5Mbps.

ADSL has considerable benefits over other competing "broadband" technologies because it uses standard copper-wire networks which can be upgraded at relatively low cost. The main investment would be in expanding "backbone" networks between switching stations.

Stubborn BCI rewrites rules in Italian banking

Rejection of merger with Banca di Roma highlights changes in the sector, writes Paul Betts

By Tim Burt in Stockholm

Banca Commerciale Italiana's monumental headquarters in Milan's Piazza della Scala, just across the square from the famous opera house, has been likened in recent months to Fort Alamo.

Since early January, BCI has been under siege. A formidable lobby including the government, the Bank of Italy and the bank's own traditional allies - Mediobanca, the secretive and influential banking institute only 200 metres away behind La Scala, and Assicurazioni Generali, the country's largest insurer - sought to force it into a shotgun wedding with Banca di Roma.

The plan was to create the country's largest banking group with combined assets of more than L400,000bn (\$228bn) at the same time as resolving the problems at the big Rome banking group, which is in the throes of restructuring but still burdened by a non-performing loan portfolio of more than L10,000bn.

At the end of last week, Cesare Geronzi, Banca di Roma's chairman, threw in the towel. He wrote to Luigi Fausti, his opposite number at BCI, blaming him for the collapse of the merger plan. Inside BCI there was jubilation. Mr Fausti, a veteran BCI career man until now not considered a particularly tough negotiator, was given a standing ovation by staff.

A few years ago, the events of the last days would have been unthinkable. The sheer pressure of the Rome establishment combined with the big guns of Italian finance and business would have forced Mr Fausti to capitulate. The fact he successfully resisted intense political and financial arm-twisting is a sign of how Italian capitalism is changing.

At the end of the day, BCI considered the merger to be against the interests of the



Milan's Piazza della Scala, where BCI's headquarters opposite the famous opera house, La Scala (above), has been likened to Fort Alamo

privatised bank and its shareholders.

Privatisation, the advent of European monetary union, and the globalisation of financial markets have inevitably undermined the old Italian power networks and their fortress-like mentality. None more so than Mediobanca, which has seen its influence wane in the past three years following a string of fiascos, starting with its efforts to create a new industrial holding with its "Super-Gemina" project, the subsequent collapse of the attempted merger of Marzotto with the HDP holding, and now with the BCI-Banca di Roma deal.

Mediobanca has faced growing internal turmoil. The defection of Gerardo Braggiotti, one of its brightest investment bankers who a few years ago had proposed a merger of BCI, Banco di Roma and Credito Italiano to Lazard Freres, has led to tensions between the Milan bank and its once

close ally Lazard. Even Enrico Cuccia, the bank's 90-year-old honorary chairman, described as Italy's most powerful post-war banker, no longer gets his own way.

Last week he flew to Rome for a meeting with Romano Prodi, the prime minister, that did little to unsettle Mr Fausti's resolve against the Banca di Roma merger.

The collapse of the deal is widely regarded as a defeat for Mediobanca. Apart from bolstering its dwindling position at the heart of Italian finance, the merger would have safeguarded Mediobanca's shareholding structure since Banca di Roma and BCI control between them about 16 per cent of the Milan investment takeover.

Its third main shareholder, Credito Italiano, has increasingly distanced itself. The Bank of Italy and the government were keen on the merger because it would have consolidated the turn-

round at Banca di Roma and eased their concerns over the still fragile financial situation in central and southern Italy.

If BCI appears to have won one battle, it has not yet won the war. At the end of the 1980s, BCI was widely regarded as the country's best and most international commercial bank and Credito Italiano was considered its poor sister. But in the past few years Credito Italiano has overtaken its old rival.

BCI, although remaining profitable, was slow to adapt to the changing circumstances in the financial markets. It failed twice to take over other banks based in the country's rich north - first Ambroveneto, then the Cariplo savings bank, which ended up merging with Ambroveneto.

Its hesitance and lack of direction left it on the sidelines as competitors leapt into it with each other.

Mr Fausti says he wants to acquire some smaller northern banks. But the competition is intense. BCI could build its relationship with Assicurazioni Generali, currently interested in acquiring the Lugano-based Banca della Svizzera Italiana, or it could accelerate the long-touted merger with Mediobanca, which would become BCI's investment banking arm. It could also be lured into one of the new enlarged banking groups.

Nor can one rule out another stab at a Banca di Roma merger. Giorgio Brambilla, Banca di Roma chief executive, said on Friday his bank was in much better shape, with gross earnings rising by 120 per cent in the first five months of this year to L1,150bn. He conceded the proposed deal with BCI was now "closed", but he added that "if someone wants to open it again we will not act as offended virgins".

As long as Mr Fausti dons his Davy Crockett hat, the chances are extremely slim.

Gazprom urges \$1bn sell-off

By John Thornhill in Moscow

Gazprom, Russia's biggest company, is pressing the government to sell a further shareholding in the gas group to a western strategic partner for \$1bn.

It would rank as the biggest equity offering from a Russian company this year.

Rem Vyakhirev, Gazprom chairman, said the sale of the 2.3 per cent stake would bolster the government's stretched finances and strengthen the company's relationships with western energy groups.

Gazprom has already forged strategic alliances with Royal Dutch/Shell and ENI of Italy, and exerts considerable influence over the government as Russia's largest hard currency earner.

Mr Vyakhirev said Gazprom, 40 per cent-owned by the government, had been negotiating the deal for more than two months but he was not certain it would materialise.

Nikolai Arutyunov, gas industry analyst at Brunswick Warburg, the Moscow-based stockbroker, suggested the move could be part of a broader battle between Gazprom and the government over the company's outstanding tax bill.

"Gazprom may be hinting that instead of squeezing tax arrears out of it, the government could place a 2 per cent stake instead," he said.

Mr Vyakhirev said yesterday that Gazprom remained interested in buying the government's 75 per cent shareholding in Rosneft, the last big state-owned oil group, in spite of the sharp falls in the international oil price. Gazprom had earlier formed a consortium with Lukoil, the giant Russian oil group, and Shell to bid for Rosneft.

The government has reduced the starting price for Rosneft from \$2.1bn to \$1.6bn after its first attempt to sell the company collapsed without receiving a bid.

Volkswagen talks to Lamborghini

By Haig Simonian and Clay Harris

Volkswagen is in talks to buy Lamborghini, the Italian sports car maker, through its upmarket Audi subsidiary, it was confirmed yesterday. But VW's plan to broaden its luxury car portfolio after last week's agreement to buy Rolls-Royce Motor Cars from Vickers is not the only bid to have been considered in recent days by the Italian company.

A financial consortium, involving Barclays Capital,

the investment banking division of Barclays Bank, was in talks with Lamborghini as recently as late last week. The rival offer, however, was withdrawn because certain conditions which the Barclays consortium had asked for could not be met.

A Lamborghini board meeting scheduled for last week was postponed.

Lamborghini is controlled by Hutorom "Tommy" Mandala Putra, the youngest son of Indonesia's former president Suharto, with 60 per cent of the shares. The

remainder are held by Mycom of Malaysia.

In recent weeks, representatives for Mr Mandala Putra have issued contradictory statements about his plans. Last week, Mycom issued a statement to the Kuala Lumpur Stock Exchange confirming talks to sell its holding.

Trading in Mycom shares has been suspended.

The erstwhile rival bidder is believed to have been interested in releasing the value of the brand, possibly via a flotation.

Audi's involvement started late last year after Lamborghini approached it as a possible source of V8 engines for the planned new "Baby Diablo" sports car. The talks with Audi gathered pace to include a potential takeover.

While negotiations have been restricted to Lamborghini's owners and potential buyers, the company's 310 employees and union representatives have grown concerned about the impact of the uncertainty on the group, which needs funds for new products.

Thyssen Krupp eyes Cockerill

By Neil Buckley in Brussels

Germany's Thyssen Krupp is one of four potential bidders for Belgium's Cockerill Sambre, one of western Europe's last remaining large, state-dominated steelmakers, it emerged yesterday.

The Walloon region, Belgium's French-speaking southern half, which owns 78.8 per cent of the steelmaker, said four groups - Thyssen Krupp, France's Usinor, Hoogovens of the Nether-

lands, and Arbed of Luxembourg - had expressed interest in a partnership. The closing date is May 31.

Although the other groups had made public their interest, Thyssen Krupp confirmed yesterday only that it was considering an offer.

A link with Cockerill could transform any of the four potential partners, apart from Hoogovens, into Europe's biggest steelmaker by output.

The news pushed Cockerill Sambre's share price up 10.5 per cent on the Brussels

Bourse, from BFR218 to BFR241.

The Walloon region, advised by Deutsche Morgan Grenfell, is expected to announce a shortlist by early July and a decision by September.

After a spate of link-ups in the European steel industry, Cockerill Sambre is one of the last sizeable marriage candidates. It produced 5.3m tonnes of raw steel in 1996, putting it behind Thyssen Krupp, British Steel, Arbed, Usinor, Italy's Riva, and Hoogovens.

The Belgian group is undergoing a restructuring aimed at cutting costs by BFR10bn (\$270m) a year, including reducing the 10,000 workforce by 2,000. The plan helped it recover from BFR9bn losses in 1996 to a BFR3bn net profit last year.

Separately, Francis Mer, chairman of Usinor, yesterday told the company's annual meeting the steelmaker was likely to double net profits to FF1.6bn (\$282m) in the first half.

See Lax

May 1998

The announcement appears as a matter of record only.

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THE PUBLIC ENTERPRISE REFORM COMMITTEE
DOMINICAN CORPORATION OF STATE ENTERPRISES
CAPITALIZATION OF MOLINOS DOMINICANOS, CIA and MOLINOS DEL NORTE CIA
INVITATION TO PRESENT PROPOSALS OF INTEREST

The Public Enterprise Reform Committee, state entity created by Law 141-87, has initiated activities leading to the reform and incorporation of private capital in the property and management of Molinos Dominicanos, CIA and Molinos del Norte, CIA, enterprises of mixed capital dedicated to alcoholic products from wheat.

The Committee is building an "intermediated investor register" of firms and private investors that would be interested to receive additional information about the reform process. The Committee invites firms and private investors to submit proposals of interest and send to general information to the Committee.

For more information, please contact us at the following address:

The Public Enterprise Reform Committee
Gustavo Mejía Ricart No.73
Santo Domingo, Dominican Republic
Tel: (809)583-3251 Fax: (809)583-3252
Attention: Dr. Antonio Losa Conda, President

Or by phone: (809)583-3251 Ext. 288 and 284-CORDE Unit.

The reform process will be held through capitalization pattern, by means of which stock companies shall be decomposed by an increase in capital, through new contributions originating from private investors, who will acquire 50 percent (50%) of the total shares of the new company and shall be responsible, by contract, for management of the company. New private investors shall be selected by public international bidding process.

Molinos Dominicanos, CIA is located in Santo Domingo, by the Ostion River, where it owns a pier. It has a grinding installed capacity of 820 MT/day, equivalent to 55% of the country installed capacity, with a 25% estimated participation in the market. Its annual sales are of RD\$300.0M (domestic sales) (US\$34.0M dollars).

Molinos del Norte, CIA located in Puerto Plata, has a grinding installed capacity of 60 MT/day, with a 10% participation of the local market. Its annual sales are of RD\$75.0M (domestic sales) (US\$9.0M dollars).

PolyGram

INTERIM DIVIDEND 1998

The Board of management of PolyGram N.V. has declared an interim dividend of 0.50 Netherlands Guilders per share on the company's outstanding common shares of 0.50 Netherlands Guilders per value.

The dividend for holders of bearer shares will be payable as of 7 July 1998. Holders of CF certificates are entitled to the dividend providing that they have deposited their dividend sheets by the CF closing date of 1 July 1998 with a custodian affiliated to the Centrum voor

Fondsenadministratie B.V.; payment is subject to deduction of 25 per cent Netherlands withholding tax. The dividend for shareholders on the company's register in Baarn as at 1 July 1998 will be wired on 7 July 1998 to the shareholders concerned, after deduction of 25 per cent Netherlands withholding tax. The dividend for shareholders on the company's register in New York as at 6 July 1998 will be payable on 10 July 1998. Shareholders will receive advice by mail regarding payment and withholding tax arrangements.

Endesa share
fall as retail
investors sell

Former finance minister
to head Tele Danmark

State to cut stake in Berez

Heineken in Polish buy

Suez Lyonnaise expands in US

CITIRANO

صكنا من الالهل

COMPANIES & FINANCE: INTERNATIONAL

POWER SPANISH GROUP'S STOCK SLIPS 5%

Endesa shares fall as retail investors sell

By Tom Burns
in Madrid

Shares in Endesa dropped nearly 5 per cent yesterday after the Spanish power group's stock had been widely distributed to private domestic investors in a record-breaking Pta1,150bn (\$7.5bn) privatisation.

Endesa shares closed at Pta3,275, a 4.93 per cent fall on Monday's close of Pta3,445 and well down on the Pta3,372 price at which the power group's stock was sold to retail investors.

Trading in the power group's shares represented half the total volume on Madrid's Bolsa and helped drag down the market's general index by 2.37 per cent.

The price to retail investors represented a 3 per cent discount on the weighted trading average of Endesa's stock during Monday's Bolsa session, and the flowback of shares suggested that many retail investors had acquired more Endesa equity than they had bargained for.

The issue price to institutions was set at Pta3,400 and, on yesterday's share performance, the co-ordinators of

the offer could now face difficulties in placing some 81.5m shares which represent the "greenshoe", or over-allotment tranche, of the disposal.

Sepi, the government agency which put 33 per cent of Endesa on the market, finally allocated 79.5 per cent of the initial offer, or 245m shares, to private investors after twice revising the offer structure in order to offset a disappointing response from institutions.

Some 1.4m Spaniards were estimated to have purchased Endesa shares in the privatisation.

However, brokers said that the reported high demand by retail investors was deceptive.

"Individuals put in bids for Endesa shares totalling Pta3m but they only really intended to invest a tenth of that and were confident that their bids would be severely scaled back by excessive demand," said Juan Bestos, managing director of Ibersecurities, a Madrid Bolsa firm.

Analysts believe that institutions will absorb the sales by small investors as the share price drops to attractive levels.

Great Lakes has yet to prove the chemistry is right

In spite of spinning off its lead additive unit, Octel, the group has failed to enhance shareholder value, writes Jenny Luesby

When something as fashionable as a demerger within the chemicals industry is received with the dismay that greeted the spin-off of Octel by Great Lakes Chemical, all eyes turn to the quality of the helmanship.

Octel makes the lead in petrol. Banned in new cars in Europe and North America, ahead of a complete phase-out, the product's market has halved since 1990. But it still accounts for 85 per cent of Octel's sales.

The company now predicts the market will contract by up to 15 per cent a year for the next five years and prices will also fall. Faced with this unenviable future, Great Lakes, based in Indiana, last July announced Octel's spin-off. What was never made clear was how the separation could improve matters - most notably for shareholders.

At the time, Great Lakes' own share price had fallen to below \$47, from nearly \$60 at the beginning of 1996, when lead additives accounted for more than half of its \$2.2bn of annual sales. The division's decline had triggered repeated profit downgrades.

The over-riding motivation

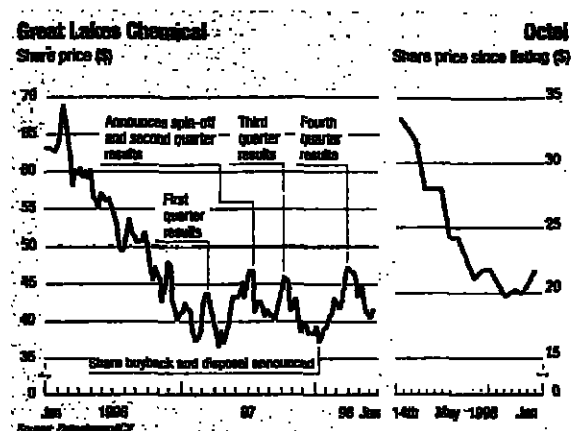
for the industry's recent spate of demergers has been the separation of rising businesses from their declining siblings.

But while this has seen cyclical or even loss-making businesses gain their independence, it has not marked the launch of another business facing a dead-end for health reasons.

Dennis Kerrison, Octel's chief executive, insists opportunities still remain. The bans on lead additives, prompted by evidence that they cause brain damage, have not yet extended to south-east Asia, the Middle East and Africa.

"Developing these markets promises us more than sufficient cash flow for at least the next eight years," he says.

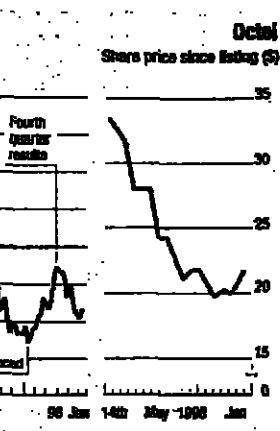
But the appointment of Mr Kerrison has in itself done little to enhance investors' faith in the company. In his last job as chief executive, Mr Kerrison oversaw Hickson of the UK, a former favourite of the City of London, through site explosions that killed five people, Unilever's cancellation of a key contract for the ill-fated catalyst for Persil Power washing powder, and, finally, the



company's move into losses.

At least he can claim experience of adversity, which will be relevant. In the first month of trading, Octel's share price fell by 40 per cent, a decline which sits uncomfortably with the claim by former Great Lakes chief executive, Robert McDonald, that the split would bring valuation benefits.

Across the industry, demergers have ushered in a re-rating of higher quality businesses, pushing the sum of the resulting share prices well above the single pre-



demerger price.

However, with Great Lakes' shares now trading at about \$42 and Octel - which was issued as one share for every four shares held in Great Lakes - at \$21, the market currently values the two companies apart exactly as it valued them together.

Mr McDonald also argued that the separation would allow each company to link executive incentives directly to performance.

Again, this reflects an industry trend. It has become normal, when floating a problematic chemicals

business, to require executives to invest substantial sums in its shares, both as an act of faith and as an incentive to work for shareholders.

Octel has not put such a programme in place, it did recently discuss the desirability of voluntary executive investment.

Another benefit of the split, says Mr McDonald, would be the \$346.2m special dividend payable by Octel to Great Lakes. To fund this and buy out Chevron's minority stake in Octel, the newly floated company went out with debt of \$450m.

Analysts such as BT Alex Brown, which estimated the intrinsic value of Octel at \$600m-\$700m, were unimpressed by the low level of the special dividend.

Either way, there is little evidence that it has benefited Great Lakes. The company's gearing is now negligible. It has made some minor acquisitions, but its remaining core speciality chemicals businesses are in sectors that are largely consolidated, including additives for plastics, fire extinguishers and water treatment.

In the absence of either a

viable shopping list or pressing investment needs, Great Lakes bought back 15 per cent of its shares, at a cost of \$730m, between 1993 and 1997. In December, when it announced further disposals, it sought authority to buy back another 8.5m shares.

However, while it is hard to see who has gained from the spin-off, which cost \$17m in fees and administration, there is one way in which it has changed everything.

"The spin-off and the confusion that surrounded it served to highlight that the company had major problems. The result was a change of management," says one corporate banker. In March, Mr McDonald retired. The new chief executive is Mark Bulriss, formerly of AlliedSignal. Viewed as talented, his move is said to have prompted a buying spree of Great Lakes stock by former colleagues.

Even with the shares now trading at the average price/earnings multiple for speciality chemicals companies, the banker believes the company offers "huge scope for improvement", which Mr Bulriss is certain to exploit.

Telekom to pilot ADSL data service

Gazprom urges \$1bn sell-off

eyes Cockerill

NEWS DIGEST

TELECOMMUNICATIONS

Former finance minister to head Tele Danmark

Hennig Dyrsmose, a former minister of finance, was yesterday named chief executive of Tele Danmark, the national telephone company controlled by Ameritech, the US telecoms company. Mr Dyrsmose will succeed Hans Wurzen, who left at short notice in January to become a judge. Knud Heinesen, chairman of the supervisory board, said Mr Dyrsmose was chosen for his business acumen and not because of his former political career. Mr Dyrsmose, 52, is the first Tele Danmark chief executive to come from the private sector. He was managing director of Dalhoff Larsen & Hørmann, which operates a chain of building material retail stores and trades timber in 22 countries. He promised to increase the group's turnover and earnings by providing the best and cheapest services. Hilary Barnes, Copenhagen

ISRAEL

State to cut stake in Bezeq

Israel will reduce its stake in Bezeq, the state-controlled telecoms company, by a further 20 per cent, bringing its holding to 35 per cent. Tzipi Livni, head of the government companies authority responsible for privatisation, yesterday said she intended to press ahead with either block sales or an international listing during the next 12 months. The shares would not be sold on the Tel Aviv Stock Exchange because demand would be insufficient. The sale could yield up to Shk1.7bn (\$464m) given Bezeq's current market capitalisation of about Shk8.5bn. The shares ended down Shk0.2, or nearly 2 per cent, at Shk11.59. Bezeq's big shareholders include Cable and Wireless, the UK telecoms group which owns 12.75 per cent, Merrill Lynch, the US investment bank, which holds 6 per cent, and Israeli's Dovrat-Siram investment group, which recently bought 3 per cent. Last year, Bezeq reported net losses of Shk222.7m on sales of Shk8.7bn after a Shk1bn charge for restructuring. For the first quarter of this year, it reported net profits of Shk129m. Judy Dempsey, Jerusalem

BREWING

Heineken in Polish buy

Heineken, the Dutch brewer, has expanded its share of Poland's beer market to more than one-third through a takeover of the Australian-owned Elbowery. It already controls Zywiec, a listed brewery in southern Poland which has about 12 per cent of the market, and yesterday's agreement to acquire just over half of the equity in Elbowery will add another 22 percentage points. Total sales volume of the breweries included in the deal was just under 7m hectolitres last year, which would make the group one of the largest in Heineken's international organisation. Heineken, which was advised by CSFB, has agreed initially to buy a 9.6 per cent stake in Elbowery and will increase its holding by stages to 50 per cent plus one share. The value of the deal was not disclosed. Christopher Robinson, Warsaw

UTILITIES

Suez Lyonnaise expands in US

Suez Lyonnaise des Eaux, the French utilities group, has jointly won the water treatment contract for Gary, Indiana, in a deal with an annual turnover of \$100m. The operation, via United Water Services, its US operation, will be jointly operated with the Indianapolis Water Company, and represents the third such contract the French group has won over the past few months. The contract will last for 10 years, allowing for investment as well as maintenance of the existing system. United Water is 28 per cent owned by Suez Lyonnaise des Eaux, and has won contracts in Indianapolis last November and in Milwaukee in January this year. Vivendi, the rival French utilities group, has taken a stake in the privatisation of Sanepar, the Brazilian water group, for FR\$980m (\$65m). Andrew Jack, Paris

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COMPANIES & FINANCE: THE AMERICAS

SEMICONDUCTORS PLAN TO BOOST SALES AT LOW-COST END OF THE MARKET

Intel lowers prices to stay competitive

By Louise Kehoe
In San Francisco

Intel has cut prices of many of its microprocessor chips by 12-32 per cent and announced the introduction of several new chips over the next 12 months.

Industry analysts said the price cuts would boost Intel's competitiveness in the low-cost end of the personal computer market, while accelerating sales growth in higher-performance PCs.

Intel has typically lowered prices in the middle of each financial quarter, enabling the PC industry to offer higher-performance PCs without raising prices. The latest cuts reflect an acceleration of this process, analysts said.

However, Intel said it had been able to reduce prices because it had achieved

higher production yields in a successful switch to a new manufacturing process with higher chip densities and smaller feature sizes.

Chips are manufactured from silicon wafers, about 10 inches in diameter. Each wafer typically produces hundreds of chips but as chip feature sizes shrink, more chips fit on each wafer, reducing manufacturing costs.

Intel's biggest price cut was on chips designed for use in "basic" or sub-\$1,000 PCs. Prices of these chips, called Celeron, were lowered by 32 per cent to \$106.

The cut should give Intel a stronger position in the fast-growing market for low-cost PCs, industry analysts said.

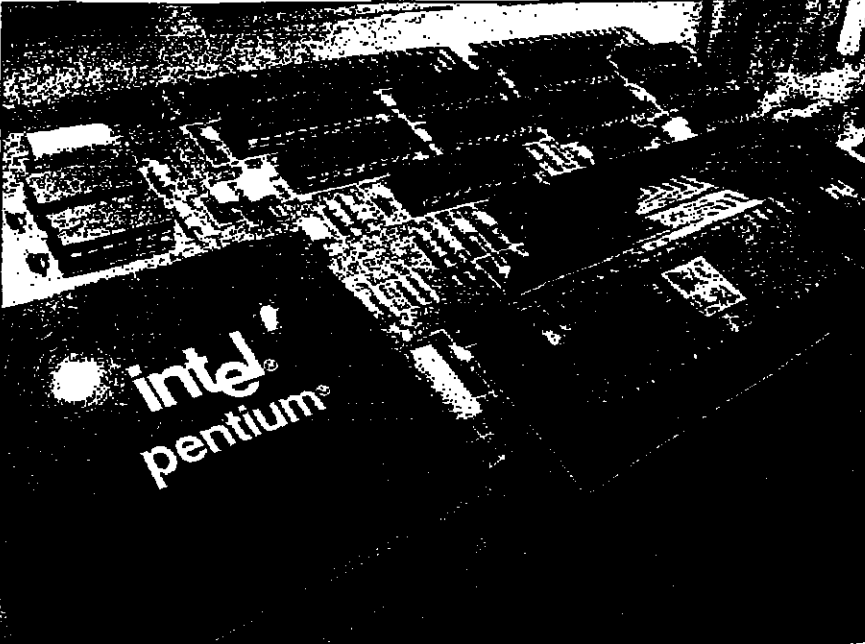
The chipmaker also reduced prices of its Pentium II microprocessors by 12-20 per cent, with prices of

slower chips being cut more than the faster versions. These chips, used in higher-performance desktop PCs, are Intel's core microprocessor products.

Intel also revealed plans for new, very fast microprocessors to be introduced next year. In the first quarter of 1999, the company said it would launch a chip - code-named Tanner - designed for use in workstations and servers with a clock speed of 500MHz. The latest Pentium II chips run at 400MHz.

Another 500MHz chip, called Katmai, with built-in memory and a new instruction set that boosts its graphics performance, will also be introduced in the first quarter of next year.

Previously, Intel had planned the launch of Katmai for the second quarter.



Cheaper chips: Intel regularly reduces prices in mid-quarter

Reynolds sells bulk of can-making business

By Nikki Tait
In Chicago

Reynolds Metals, the second largest aluminium producer in the US, is selling most of its worldwide can-making business to Indiana-based Ball Corporation for \$746m.

However the deal excludes Reynolds' 34.9 per cent interest in the South American Latasa de Aluminio (Latasa) drinks can business. Otherwise the price would have been \$820m.

Ball also has the option of paying \$50m of the purchase price in stock.

Reynolds blamed the exclusion of the Latasa stake on "difficulties in obtaining third-party consents and waivers necessary... in a

timely manner". However, it said it would still try to sell the interest, with the agreement of Latasa's other shareholders, in the near future.

Ball, meanwhile, confirmed that it would still be interested in acquiring the stake. Latasa, based in Brazil, has plants in Argentina, Brazil and Chile.

The agreed main deal - which includes 14 drinks can plants and two additional "end" plants - is still working its way through the competition authorities in the US. The companies said they still hoped to close the deal in the second half of the year.

If approved, the deal is expected to double Ball's

share of production capacity in the North American can-making market to about one-third, and give annual sales there of about \$2.3bn. This would be a leading share, and some analysts warned the deal could attract competition regulators' interest when it was first confirmed in April.

Ball, which already has interests in Asia, would have worldwide production capacity of about 60bn cans, with about 35bn in North America.

The disposal forms part of a broader restructuring by Reynolds, which has seen it pull out of a number of "core" activities in an effort to improve profitability and pay down debt.

Altamira star falls to earth

Edward Alden charts the career of fund manager Frank Mersch

Frank Mersch wanted to be remembered as the Peter Lynch of Canada. In the North American can-making market to about one-third, and give annual sales there of about \$2.3bn. This would be a leading share, and some analysts warned the deal could attract competition regulators' interest when it was first confirmed in April.

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Altamira was set up in 1987 by the then 33-year-old Mr Mersch and two colleagues who mortgaged their homes to finance the start-up. His philosophy was to search out small companies, often junior resource stocks, that held out promise of spectacular returns.

While widely respected for his stock-picking ability, the large positions Altamira took in small companies aroused the interest of speculators, helping to drive

first taste many Canadians had of a mutual fund outside the banks was through Altamira, says Steve Kangas, vice-president of external mutual funds at Canada Trust.

But a strategy that worked well in a C\$100m fund was not so effective in a fund with C\$2bn. While it was possible to find a handful of junior resource stocks that would produce large returns, there simply were not enough of them to sustain a multi-billion dollar fund.

At the same time, Mr Mersch made bad calls on larger stocks, moving out of bank stocks and into gold stocks in 1996, just as the banks were heading up and gold was going down.

As the fund underperformed the TSE index after 1994, enthusiasm for Altamira waned. From C\$2.6bn in assets in 1996, Equity Fund has shrunk to C\$1.9bn.

One of the weaknesses of no-load funds also became apparent: while they were easy to get into, they were also costly for investors to dump.

His philosophy was to search out small companies that held out promise of spectacular returns

up stock prices. In 1989, the Equity Fund earned a 48 per cent return, more than double the Toronto Stock Exchange index. In 1991, the rise was 35 per cent, three times the index.

"He was just at the top of the heap year after year," says Rob Bell, president of BellCharts, a mutual fund information service. As a result, money began to pour in. In 1993 alone the fund grew sixfold to C\$75m. Between 1993 and 1994 it rose from C\$800m to C\$1.7bn.

Mr Mersch became a media star, and as a company that relied on direct marketing to the public, that exposure was crucial. The

NEWS DIGEST

BROADCASTING

WIC rejects C\$200m radio stations offer

WIC Western International Communications, the Canadian broadcaster, yesterday rejected a C\$200m (US\$137m) offer by CanWest to acquire WIC's radio stations. The offer was part of a hostile effort by CanWest to gain control of WIC, which has pitched it into a battle with Shaw Communications, the Alberta cable provider. CanWest owns 46 per cent of WIC non-voting shares, while Shaw controls 48 per cent of WIC non-voting shares and 49.9 per cent of the voting shares, leaving neither company in a position to control WIC.

CanWest, which is most interested in WIC's nine television stations, made its offer for WIC's 12 radio stations after Shaw reached an agreement to acquire WIC's radio assets for \$160m even if another company outbid Shaw for control of WIC.

John Lacey, WIC's chief executive, said his company would now consider a radio "duopoly" either by acquiring radio stations in key markets or through a joint venture with a partner that already owns radio assets in those markets. Mr Lacey said a duopoly would enhance the value of WIC's poorly performing radio stations. In addition to providing a cable service in Alberta, Shaw owns radio stations and controls several specialty TV channels. Scott Morrison, Toronto

STATIONERY

Moore warns of losses

Moore, the ailing business forms manufacturer, said it would record a second-quarter operating loss due to lower volumes, high costs, seasonal weakness and extraordinary charges. The company would not reveal its estimate of the loss, but said projections were based on results of the first six weeks of the quarter.

The company has been hit hard by sagging North American sales. Moore's forms and labels operations have suffered in recent years as it attempted to diversify its product base. Moore's profits fell almost 65 per cent in 1997 to US\$55m on revenue of US\$2.6bn. The company has announced it will sell off its European operations. Ed Tyler, Moore's recently appointed chief executive, is scheduled in late July to unveil a comprehensive restructuring plan to curtail costs, improve efficiencies and enhance growth opportunities. Restructuring charges are expected to be significant, the company said. Moore reported first quarter net earnings of US\$5m and operating income of US\$9m, compared with earnings of US\$32m on operating income of US\$35m last time. The company had operating income in the second quarter last year of US\$22m. Scott Morrison

ENGINEERING

Eaton to buy Polish business

Eaton Corporation, the Cleveland-based engineering group which sells to the construction, vehicle and semiconductor industries, said yesterday that it was buying Fabryka Przekladni Samochodowych, a truck transmission business based in Poland's Gdansk. No purchase price was announced but Eaton said that the Polish company had annual sales of about \$20m and employed 900 people. It is said to be the largest maker of truck, bus and van transmissions in Poland. Eaton, which has carried out a series of deals on the truck components side recently, said that the purchase "gives us access to the expanding East European market". Nikki Tait, Chicago

INFORMATION TECHNOLOGY

Compaq and AOL in alliance

Compaq Computer and America Online have entered a multi-year agreement to feature AOL on all Compaq's Presario desktop internet personal computers and to support AOL members through Compaq's new Easy Access Internet Keyboard. Under the agreement, buyers of Presario desktop internet PCs will find an AOL icon displayed on the first screen, the companies said.

Digital Equipment also said that its Alta Vista Search site had been selected by Compaq as a default search engine in the new line of Presario desktop PCs. A new button on the Easy Access Internet Keyboard takes users directly to the front page of the Alta Vista Search site, Digital said. Compaq also said it had entered into a four-year internet access pact with GTE to offer dial-up internet access to all Presario PC users. Reuters, Houston

Warning by Polaroid

By Richard Waters in New York

Polaroid, the US instant photography company, disappointed the stock market again yesterday with a projection that a change in inventory practices of US retailers would cut \$35m from its operating profits in the latest quarter.

The company, which has already suffered declining sales in the face of a stronger US dollar, said its second-quarter revenues would be \$50m-\$60m lower as a result.

Polaroid had warned earlier in the year that big retailers like Wal-Mart and Kmart were cutting stock levels, leading to a one-off decline in their orders. The

instant camera company said yesterday that it had now looked in more detail at the changing inventory practices of 20 or so retailers, and decided to take a charge in this quarter to reflect the expected impact on its sales.

According to the company, a number of large US retailers and drug store chains have changed their staff incentive schemes and now reward their buyers on a wide range of measures, such as inventory levels and receivables, rather than simply on gross profit margins. That had contributed to a one-off cut in inventories, it added.

While orders by retailers had fallen, sales to ultimate customers were broadly

level with a year ago, the company said.

Polaroid also set aside \$10m to cover expected losses due to the economic turmoil in Russia. Sales there had jumped to \$200m by 1996, but have now fallen back to an annual rate of about \$50m.

The charges are expected to leave earnings in 1998 "in the same \$2.20 range" as last year, Polaroid said. Higher sales from new products and the benefits of a restructuring would become apparent after that, said Gary DiCamillo, chairman, adding: "We are confident that 1999 will be one of the company's strongest in recent years."

The shares fell \$4 to \$39 in early trading.

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September 1999

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COMPANIES & FINANCE: ASIA-PACIFIC

INVESTMENT PRUDENTIAL ASIA AND FIRST EASTERN AIM TO BENEFIT FROM LOW VALUATIONS

Asia funds target crisis-hit companies

By Louise Lucas and Peter Montagnon in Hong Kong

Two investment funds for Asia were launched yesterday with the aim of benefiting from present low market valuations in the wake of the regional crisis.

Prudential Asia Investments, the Asian investment and institutional fund management arm of Prudential Insurance, of the US, has raised \$540.5m for a private equity fund.

The funds raised are higher than the \$400m targeted, which Prudential Asia attributed to investors' demand for more realistic

valuations currently available in Asia.

First Eastern Investment, the Hong Kong group with extensive direct investment interests in China, has joined with former executives of Boston Consulting Group to launch a \$200m private equity fund targeted at the distressed economies of south-east Asia.

The Navis Asia Fund joins a growing list of ventures aiming to benefit from present low market valuations to take stakes in regional companies whose owners are stretched by the debt crisis.

Other companies, including Jardine Fleming, the

Hong Kong-based regional investment bank, have pinpointed private equity as a growth area in the wake of the crisis.

Refinancing through private equity - rather than via the public capital markets - is expected to become an increasingly popular option for smaller companies.

Despite the proliferation of such funds, few deals have been struck because owners are reluctant to sell at low prices, and many family-controlled firms are reluctant to cede control.

However, Victor Chu, First Eastern Chairman, said his group's connections in China

might enable the fund to acquire and restructure some mainland interests of overseas Chinese struggling in countries such as Thailand, Malaysia and Indonesia. Such entrepreneurs would be ceding control of businesses outside their home turf, so it would not be like selling the crown jewels, he said.

Among overseas Chinese-owned companies scaling back their Chinese investments is the Charoen Pokhand group of Thailand, which recently sold its local supermarket chain to Tesco, the UK retailer.

Mr Chu said his fund

aimed to introduce proactive management techniques to help the businesses acquired to restructure. First Eastern also plans to launch a fund later this month to invest in Thailand securities.

The Prudential fund will invest throughout Asia, but expects its first investments to concentrate on Hong Kong and Singapore, where it says there is greater transparency and sounder financial systems, and Thailand, which is seen as implementing necessary reforms.

"It's giving us a war chest we need to tackle opportunities we see in this part of the

world going forward," said Michael Kwee, chairman and chief executive of Prudential Asset Management Asia.

"We have a sense now that there are relative values in this region. Not all economies have gone down by the same percentages and therefore we are looking for companies that represent better value, not only in that particular country but compared with surrounding economies."

Prudential Asset Management Asia has previously launched two private equity funds, providing almost \$700m of investments in 89 Asian companies.

LTCB sends shivers down Japanese market's spine

Plunging share price has aroused fears the bank might be the next casualty in an ailing financial sector, writes Gillian Tett

Could Long-Term Credit Bank be the next flash-point for Japan's ailing financial system? That was the question hanging over the Tokyo stock market yesterday as, amid a wave of market rumours, LTCB's share price plunged 141 in morning trading to touch ¥140 before closing at ¥137, with 29m shares traded.

LTCB said the gyrations simply reflected "groundless speculation". The bank has already sued Gendai, the Japanese magazine which claimed last week that the bank faced a liquidity squeeze, and has also threatened to report any traders spreading "false rumours" to the Tokyo stock exchange.

Musumi Suda, LTCB deputy president, yesterday called a press conference to deny any financial problems, but to western onlookers such comments recall the turmoil of last November, when three large Japanese financial institutions collapsed. Consequently, some investors worry that Japan's banking sector could be heading for more turbulence.

LTCB's health carries important implications for the tactics that western banks are using to enter Japan's financial markets. The Japanese bank's innovative alliance with Swiss Bank Corporation, announced last summer, incorporated three joint ventures, in asset management, investment banking and private banking. It also included a 1 per cent cross-shareholding - the first between a Japanese and non-Japanese bank.

Other western banks have followed suit. Travelers, the US financial services group, announced last week it would take a 25 per cent stake in Nikko Securities, Japan's third largest broker, and create an investment-banking joint venture similar to the SBC-LTCB alliance.

Such moves could give western bankers rapid access to Japanese markets, but they also create a challenge: how to manage any liability for Japanese partners' problems. As one western banker says: "This issue

has not really been tested yet... but everyone is watching to see what SBC will do."

In practice, SBC - which is merging with Union Bank of Switzerland - appears unlikely to act for the moment. Its equity exposure to LTCB is only about \$30m, and management believes it has no obligation to rescue the Japanese bank. Furthermore, the Swiss bank has little desire to become saddled with the low-margin parts of LTCB's business that lie outside the joint venture.

However, since the investment banking and asset management arms are already in operation, it is highly unlikely to withdraw from them. Indeed, recent events may simply play into SBC's hands.

The joint ventures, for example, were originally billed as "equal partnerships", but SBC's influence has been growing. UBS and SBC staff now hold most key positions in the investment bank joint venture. Further

Japanese long-term credit banks					
Bank	2000 YTD	2000 YTD	2000 YTD	2000 YTD	2000 YTD
LTCB	10.32	10.32	10.32	10.32	10.32
Sanrei	10.00	10.00	10.00	10.00	10.00
NCB	10.00	10.00	10.00	10.00	10.00

Source: Nikkei Securities Japan

problems at LTCB might allow the Swiss bank to "cherry-pick" LTCB's best staff.

If SBC does not want to "rescue" LTCB, the spotlight will turn to the Ministry of Finance and the ruling Liberal Democratic party. This highlights the second reason why LTCB might prove an interesting test case: it could shed light on the government's own ambiguous policy stance.

When the turmoil erupted last November, the government initially appeared to have accepted the idea of letting weak banks and brokers fail. Since then, there has been an about-turn. Earlier this year, ¥1,800bn (\$12.8bn) of capital was injected into the 18 largest banks, both strong and weak.

Some senior LDP figures have recently hinted they may push for more consolidation after parliamentary elections in July. This has prompted fresh concerns about the "weak" bank stocks.

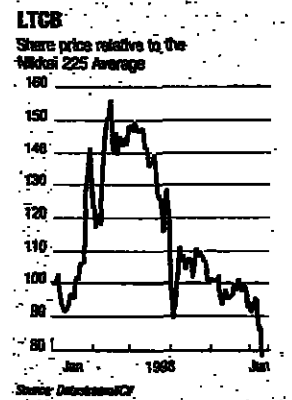
Is LTCB one of the weak

banks? At first glance, it does not appear so. It recorded a ¥282.7bn pre-tax loss in 1997, after writing off more than ¥600bn of its ¥1,378bn problem loans. Its management is more innovative than most and has already embarked on some restructuring. But it is heavily exposed to the construction sector.

What alarms the market is that LTCB's "rump" business outside the SBC joint venture appears unattractive. This is concentrated around long-term corporate lending and is likely to suffer under "Big Bang" deregulation.

LTCB is also vulnerable to a funding squeeze. Like other long-term credit banks, it raises funds by issuing debentures to small companies and insurance groups. If these dry up, the bank could face cash flow problems.

A collapse of LTCB could spark renewed fears about the health of the banking sector in general. The most obvious impact would be in



Source: Nikkei Securities Japan

the re-emergence of the "Japanese premium" which hit Japanese banks in late 1997. At one stage, all Japanese banks were paying up to half a percentage point above the London interbank offered rate, the rate at which banks lend to each other.

"LTCB is not a big player in Europe, but neither was Sanyo Securities [which went bankrupt last October]," said one banker in London.

LTCB vehemently denies it has a cash flow problem, but market unease could take some time to disappear. Brian Waterhouse, of HSBC Securities, says: "Nothing that you could call hard fact has emerged about LTCB in recent days. But the danger is that when rumours fly around, they can become self-fulfilling."

NEWS DIGEST

INDONESIA

Electricity company reassures investors

Perusahaan Listrik Negara, the state-owned Indonesian electricity monopoly, yesterday assured foreign investors that their contracts were secure but revealed its dismal finances in an attempt to persuade them to renegotiate terms.

Djeng Marsudi, president director of PLN, tried to tone down his remarks this week questioning the validity of contracts with Siemens and other independent power producers, some of the country's largest investors. Foreign investors' fears were raised when Mr Djeng said he had annulled one contract with a power plant owned by a cousin of former president Suharto. Most foreign investors have children of Mr Suharto as equity partners.

Mr Djeng told the Financial Times he wanted to renegotiate terms with independent power producers and that the one annulled contract was an exception, as it was a local purchase contract that PLN had been forced to extend.

"We want to meet them and talk," he said, mentioning Siemens, PowerGen, Mission Energy, Mitsui, Unocal and Energy Equity. "But of course we have to appreciate the contracts."

Mr Djeng said PLN would make a net loss of Rp5,600bn this year even if it received another Rp2,300bn government subsidy and the rupiah stabilised at Rp6,000 to the dollar. The subsidy is far from guaranteed and the rupiah hovers around Rp11,000-Rp12,000.

PLN also faces falling demand, with current output 10 per cent below last year's peak and 34 per cent below installed capacity. Mr Djeng said transmission lines for Palton I, a \$2.6bn power plant of Mission Energy, General Electric and Mitsui that is coming on line this year, would not be ready for another year.

PLN has stopped paying interest and principal to the World Bank and other lenders, which are a larger cost factor than the independent power projects, according to Mr Djeng.

He assured Siemens, PowerGen and their partner, a son of Mr Suharto, that their \$1.7bn contract with PLN for the Palton II power plant was safe but reiterated his criticism that the negotiations and contract terms lacked transparency. Sander Thoenes, Jakarta

PHILIPPINES

Ultimatum for striking pilots

Philippine Airlines, the strike-hit carrier, yesterday gave its pilots a new ultimatum to return to work as it threatened to close its operations altogether.

Jose Antonio, PAL president, said the airline was giving its pilots one last chance to return to work, to accommodate the wishes of the Philippine government which had urged both sides to keep talking. If they failed to return, the PAL board would review its options. "They [the board] might even consider closing operations because there is no way to continue to operate without the pilots," said Mr Antonio.

Some 620 PAL pilots on Sunday ignored an ultimatum to return to work. They then defied a government order to resume work on Monday. The pilots went on strike last Friday, stranding thousands of passengers. On the fifth day of the strike, PAL said 80 per cent of its domestic and international flights were cancelled.

The pilots and PAL have been in dispute since 1997 over the airline's policy to retire 200 pilots. The government holds 33 per cent of PAL. The strike is costing the airline \$4m-\$5m a day, it said. Abby Tan, Manila

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LEISURE BID FOR £1.8BN COULD BE MADE AND PROVIDE BRIERLEY WITH AN EXIT FROM ITS 46% STAKE IN THE HOTELIER

Thistle Hotels receives approaches

By Andrew Edgecliffe-Johnson

Thistle Hotels has received up to half a dozen approaches which could lead to a £1.8bn (£2.95bn) bid from a US or UK group and provide Briarley Investments with an exit from one of its most disappointing investments.

Thistle's shares, which were floated in October 1996 at 170p, jumped 37p to 237½p yesterday after the company said it had "received approaches from third parties which may or may not lead to an offer" for the company.

At least two of the bidders have approached Briarley,

the New Zealand investment group which owns 46 per cent of the UK hotelier, to discuss the possibility of a bid. The price rise valued Thistle's shares at £1.45bn, on top of which a bidder would have to pick up about £250m of debt.

Rodney Price, Thistle's chairman, said "several" approaches had come from other hotel groups and financial buyers from the UK and the US.

It is believed that Stakis, the UK hotelier, and a number of US real estate investment trusts are among the potential bidders, attracted by Thistle's 24 London

hotels. These form a quarter of its portfolio, but accounted for two-thirds of last year's £81m pre-tax profit. Thistle had earlier put 30 regional hotels up for sale.

Analysts said it would be difficult for Stakis to buy Thistle without a financial partner, and pointed to its alliance with Strategic Hotel Capital, a Chicago-based real estate group. The two companies joined forces in March to invest in four-star hotels in UK cities.

Speculation that Ladbroke and Bass may also be interested was dismissed by some analysts, but Ladbroke's

shares rose 19½p to 355p. The approaches come at a difficult time for the management of Briarley and Thistle. Thistle's chief executive, Ian Burke, arrived from Holiday Inns in April, and Andrew Bould of Queens Moat Houses is not due to take over as chief operating officer until September.

Briarley's chairman, Bob Matthews, and chief executive, Paul Collins, left in April after a disappointing performance by the company, and Mr Price stepped down from Briarley's board although he remains as a consultant.

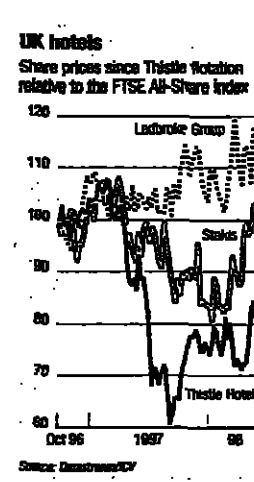
It is understood that the

Briarley board changes have left it more disposed towards a sale of its stake, and that the group views a bid as its only likely exit. Mr Price said, however: "Briarley is certainly not going to do anything now that is silly. It is a very significant asset in terms of the wellbeing of Briarley."

Two Singaporean government agencies control another 19 per cent of Thistle.

The hotels company is being advised by Greenhill, the New York corporate finance advisory firm.

See Lex



COMMENT

Air traffic control

Just how "crazy" is the UK's Labour government prepared to be? The fear is, not enough. Privatisation of the National Air Traffic Service (Nats), dubbed crazy by Labour in opposition, has popped back on to the agenda. This is to be welcomed. Nats is champing at the bit of public spending borrowing requirement. Its investment programme is large: some £100m a year for information technology, radar systems and infrastructure. If it could tap the capital markets, it could easily service both ongoing investment needs and larger capital items. After all, as a monopoly whose revenues come from charges levied on airlines, this is a very low-risk business, which earns good margins and boasts strong cash flow.

Privatisation would improve Nats' finances, allowing it to service its debt in more imaginative ways than a hefty annual repayment to government. True, Nats has made use of the private finance initiative for a new control system. But these are high-tech investments, not bridges or hospitals - and the usual PFI financing, which locks Nats into a supplier for several years, is hardly ideal given rapid changes in technology.

Unfortunately, the government appears to be veering to yet more "third-way" rhetoric as the solution. One idea is to turn Nats into a not-for-profit corporation, channeling any financial surplus into improving services. But privatisation accompanied by tough regulation would also achieve this. By introducing the profit motive, it might even incentivise management. Now that would be crazy.

Radio UK

Now that venture capital groups - and the odd tabloid editor - are getting into radio, is it now time for other investors to get out? Radio assets have changed hands at dizzying multiples lately: Emap paid seven times historic sales for Melody Radio. Perhaps the larger radio groups can indeed secure big enough savings from integrating their acquisitions into national advertising networks.

But these are among the most operationally geared businesses in the sector. In the last recession, margins in many radio companies halved in two years. Piling a highly leveraged financing structure on to these types of businesses looks risky, especially as many expect a slowdown in the rate of advertising growth around the corner.

Corporate Services enters US market

By Robert Wright

Corporate Services Group, the recruitment services company, is to move into the US recruitment market with the acquisition for \$250m of Corestaff, a group of subsidiaries of Metamor Worldwide, which is quoted on Nasdaq.

Jeffrey Fowler, executive chairman of Corporate Services, said he was pleased with the price being asked for Corestaff, which made operating profits of \$28m in 1997 on sales of \$478m.

The multiple of about nine times earnings is less than half the 20 times earnings fetched by some US recruitment companies.

The acquisition will be funded by a placing intended to raise £130m (£213m) before expenses. There will also be an issue of convertible loan notes to raise £50m.

The company operates out of three offices in Spain and 85 in France, as well as the UK. Its shares rose 22½p to 260½p. The share issue will increase the number of its shares by a quarter.

Metering curbs Severn Trent

By Virginia Marsh

Severn Trent said yesterday revenues from its core water business would be held back for some time by an increase in metered customers and conservation efforts by industrial users.

"Domestic metering is really taking off," said Brian Duckworth, managing director of Severn Trent Water, the water and sewerage operation. "The fear of metering that people had a few years ago has completely disappeared."

About 14 per cent of Severn's domestic customers had meters, with the number increasing by about 55,000 a year, close to 2 per cent. Metering usually leads to lower charges as bills for owners of expensive homes are based on water consumption, not rateable value.

The group also unveiled pre-tax profits up 2 per cent at £374m (£613m) - £367m after exceptional - while turnover was up 3 per cent at £1.25bn (£1.21bn).

However, there was disappointment at the dividend and the shares fell 47p to 908½p. Like United Utilities, Severn said it would delay payment of its final dividend of 24.37p (22.18p) until advance corporation tax was abolished next April.

Analysts said the group wished to maintain financial



Richard Ireland, chairman, left, and Vic Cocker, chief executive

Fergus Wilson

firepower to bid for a minority stake in Berliner Wasser Betreibe, the Berlin water utility which the city plans to privatise.

Mr Duckworth said Severn - which may bid with a German partner - also hoped to win 100 per cent of the utility's operating contract.

Wessex Water is still interested in buying out its waste disposal joint venture partner, but does not expect to find out if it can do so until the US company com-

plete's a merger in the autumn, writes Susanna Voyle.

The Bristol-based water company is keen to increase profits from outside its regulated businesses before the 2000 price review by Ofwat, the industry regulator.

Announcing a 6 per cent increase in operating profits to £137.8m (£226m), Nicholas Hood, chairman, denied that waiting for news from Waste Management, its US partner, was stopping it from return-

ing money to shareholders.

Analysts said UK Waste, Wessex's 50:50 joint venture and its main non-regulated business, had had a disappointing year with profits falling about 10 per cent to £22.1m. WMI is merging its business into USA Waste, its smaller rival.

Mr Hood said that when that was completed Wessex would get clearer signals about whether WMI was interested in selling its stake.

Vultures gather for Lonrho's offspring

Andrew Edgecliffe-Johnson looks at the opportunities the demerged African interests could offer the gathering predators

That a group of possible predators for Lonrho Africa should have broken cover just a month after the group gained its independence from its parent company has surprised few analysts.

However, despite interest from associates of George Soros, the high-profile investor, and others the vultures may not find it easy to pick off their targets.

In theory the timing could not be better for anybody contemplating a bid for the odd collection of sub-Saharan motor dealerships, breweries and game lodges.

First, even the company's management concedes that the timing of its demerger from Lonrho was awkward. Lonrho Africa's operating profits are expected to fall from \$42m to less than \$30m (\$49m) this year, depending on currency movements.

Thursday's interim results will confirm that profits have been buffeted by El Niño, which destroyed crops and roads; by currency devaluations in its 14 markets; and by political unrest in Kenya and Zimbabwe. The death of General Sani Abacha, Nigeria's military leader, could herald further political uncertainty.

Second, London investors have so far been cautious of investing in what many perceive as a conglomerate trading in a risky continent.

Lonrho Africa came to the market with a price tag of just £133m - despite a net asset value of £190m-£200m. Its shares fell further, from 85p to as little as 73p, as some Lonrho shareholders, such as dedicated mining funds, could not invest in an African trading group.

"I don't think Lonrho Africa will last more than three months," one South African analyst said at the flotation, adding that bidders should strike soon because the group received a \$48m "silver spoon" from Lonrho at the demerger to pay off expensive local debts.

Such factors might seem a brew as potent as Lonrho Africa's maize beer for anybody plotting an opportunistic takeover. But in the excitement, some analysts may have overlooked the hurdles.

For one thing, some of the groups touted as potential takeover vehicles for Mr Soros are smaller than their potential target. African investors also say that none of the mooted candidates would want all of Lonrho Africa's assets, which range from Kenyan slaughterhouses to a half-share in an smelter mine.

African Leases, the quoted group in which Mr Soros has a 13 per cent stake, has said it is "assessing" Lonrho Africa's investment merits.

But it is valued at just £20m. Plantation & General, which says it would be interested in Lonrho Africa's agricultural businesses but not in a full-blown bid, is valued at just £23m.

More interesting prospects are Blakeney Management, Greenway Partners and a host of African companies which may be interested in parts of the group.

Blakeney, the emerging markets specialist, also has a 26 per cent stake in African Leases. It has invested \$300m in 125 African countries, and admits to examining Lonrho Africa's investment potential.

Analysts say the unlisted company is an unlikely vehicle for a bid, however, not least if there is any truth in the speculation that any offer would be below the current share price. Comments from Tiny Rowland, who built up Lonrho's African interests, that he would only buy Lonrho Africa at below the current share price, are likely to rule him out too.

The most concrete interest in Lonrho Africa so far has come from Greenway, which set the Soros speculation off by taking a 4 per cent stake in the company.

Time \$500m New York hedge fund acted with funds linked to Mr Soros last year in a contested \$364m bid for Outboard Marine, which makes outboard motors.

One Lonrho watcher said yesterday the real threat to Lonrho Africa's chances of continuing in its current state was not a bid from Greenway, but Greenway's active investment approach. The fund has urged disposals at US companies including US Shoe, Woolworth and Unisys.

The board of Lonrho Africa, led by Mark Newman, chief executive, may be receptive to pressure for a break up however. It is already trying to sell \$55m of property assets, and said this week that it was "looking at the assets and how to maximise value".

South African analysts say its hotels would be easy to sell to hoteliers such as Southern Sun of South Africa or Serena of Kenya. McCarthy Retail, the Durban-based motor retailer and furniture group, could also be interested in the group's car dealerships, which include franchises for Toyota.

That would leave cotton and timber, which could appeal to Plantation & General, and a property portfolio which may be harder to sell.

Charles Kernot, an analyst with Paribas, cautions that even management-led disposals may not be simple. "If they sell the motor dealerships, that reduces the number of countries they operate in, and increases their risk profile."

RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year	
Ambury	Yr to Mar 31	52.8	(44.8)	8.07	(5.08)	6.54	(5.45)	1.37	1.2	1.85
Anglo Group	Yr to Mar 28	238.4	(226.4)	24.4	(20.2)	18.6	(15.5)	6	5.4	10
Brunner Mond	9 mths to Mar 31	107.8	(108.5)	10.34	(12.3)	10	(12.4)	1	14	8.7
BSS	Yr to Mar 31	329.6	(333.2)	13.34	(12.5)	31.8	(30.2)	15	17	20.5
BTP	Yr to Mar 31	438.8	(404.5)	43.34	(48.2)	12.8	(10.5)	8.02	7.7	12.22
Charles Stanley	Yr to Mar 31	28.8	(17.35)	4.26	(2.08)	29.54	(13.64)	4	10	3.825
Copper Clauses	Yr to Mar 31	51.7	(59.3)	2.41	(5)	18.1	(38.2)	3.8	3.4	4.7
Energy Technology	Yr to Mar 31	45	(37.8)	3.02	(1.63)	9	(14.1)	1	0.75	1.5
European Motor	Yr to Mar 31	470.4	(380)	10.2	(8.76)	13.2	(11.2)	3.5	3.3	6.1
European Telecom	Yr to Mar 31	187.4	(143.9)	5.32	(4.64)	11.89	(10.08)	2.1	1.75	3
Express Vehicles	Yr to Mar 31	752.8	(217.8)	24.1	(21.4)	30.5	(27.4)	6.3	4.9	9.4
Field	9 mths to Apr 4	80.4	(74.8)	11.99	(6.48)	5.9	(3.4)	1	0.8	2.8
First Hanson	Yr to Mar 31	14.8	(8.9)	0.54	(0.476)	4.24	(4.04)	0.95	0.92	2.75
Forestry	9 mths to Mar 31	105.4	(82.2)	44.74	(48.6)	9.47	(10.4)	8.1	7.1	9
Great Portland Estate	Yr to Mar 31	40.4	(40.3)	1.75	(1.7)	3.4	(3.2)	2.1	2.1	4.2
H&S Smith	6 mths to Mar 31	156.8	(118.2)	31.59	(18.4)	17.5	(10.1)	9	8.5	3
Jarvis Hotels	Yr to Mar 28	1,832	(1,884)	130.4	(128.3)	14.26	(16.13)	3.95	5.8	7.95
Northwood Foods	Yr to Mar 31	258.3	(285.5)	28.4	(10)	14.48	(3.28)	1.95	1.95	2.58
Reckitt Benckiser	Yr to Mar 31	1,256	(1,221)	374	(386.5)	4.39	(7.2)	25.73	22.16	41.22
Severn Trent	Yr to Mar 31	824	(877)	19.5	(17.1)	40.4	(34.3)	14.75	13.65	22.5
Variety (Rug)	Yr to Mar 31	192.4	(172.5)	17	(14.1)	22.2	(14.1)	14.75	12.3	20.8
Volvo	Yr to Mar 28	266	(254.3)	139	(145)	3.79	(4.2)	2.3	1.92	3.45
Wessex Water	Yr to Mar 28	97.8	(75.7)	13.69	(10.59)	18.01	(14.3)	2.3	2.3	2.8
Wynn Leisure	Yr to Mar 28									

Figures shown net. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10c increased capital. Comparatives for 10 months. 30p terms. 40p stock. 40c net rental income. *Comparatives related. **Dividends withheld. ***On reduced capital. ****Includes 1.35p enhancement for late payment.

Khob Khun!

พบคุณ



At the CLSA Investors' Forum Asia 98, 280 decision makers from 110 of Asia's leading companies met with over 850 global institutional investors from 18-21 May 1998 in Hong Kong. The first day's event "Focus on Thailand", brought together government, corporate and institutional investment representatives to promote a better understanding of the future economic prospects in Thailand.

CLSA Global Emerging Markets would like to thank His Excellency Mr Chuan Leekpai, Prime Minister of Thailand, and his esteemed delegation for addressing the participants of the CLSA Investors' Forum Asia 98 in Hong Kong. In addition, we are delighted to have had presentations from the following:

Government Delegation of Thailand

- His Excellency Mr Chuan Leekpai Prime Minister of Thailand
- His Excellency Mr Savit Bhotiwitok Minister to the Prime Minister's Office
- His Excellency Mr Peit Leasatam Deputy Minister of Finance
- His Excellency Mr Abhisit Vajjajiva Minister to the Prime Minister's Office
- Mr Amaret Sila-on Chairman, Financial Sector Restructuring Authority
- Mr Stapon Kavitanon Secretary-General, Board of Investment

Corporate Delegation of Thailand

- Advanced Info Service
- BNP Paribas Public Company
- BEC World
- Eastern Water
- Electricity Generating Authority of Thailand
- Hana Microelectronics
- Petroleum Authority of Thailand
- Saha Union
- Total Access Communications

CLSA
GLOBAL EMERGING MARKETS

ASIA • EMERGING EUROPE • LATIN AMERICA

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INFORMATION TECHNOLOGY BRIEFS

Fibre optic connection delivered direct to the desktop

For about 80 per cent of companies, fibre optic cables end at the incoming hub - and at each floor of a building - and conventional copper cable connects the hub to the PC network, writes Marcus Gibson.

But without expensive signal booster equipment, copper cable cannot cope easily with the data regularly transferred around big organisations, causing logjams.

Now a simple plug-and-socket connector - Volition - has been devised by Deen Wombwell, a telecoms specialist at 3M's UK headquarters in

Bracknell. It allows PCs in local networks to be linked by fibre optic cable rather than copper.

"Many companies wanted fibre-to-the-desktop but could not afford it," says Mr Wombwell. "Volition is the first economic fibre optic cabling system for data-intensive network applications."

The Volition connector uses a metallic, V-groove body that connects fibre to fibre. The device maintains the accurate alignment of the fibres to within several microns, which is critical for consistent performance and has not been achieved before.

In the US, Volition is being installed widely by data-intensive users. The capital's George Washington University has pioneered a "fibre to the desktop" policy by installing a 10 megabit-per-second fibre optic network to each of the 3,000 student bedrooms on campus.

The system will handle voice, computing, two-way video conferencing and "power-sapping" research software over a single communications infrastructure, says Douglas Gale, GWU's vice-president of systems.

"Fibre to the desktop was cheaper than copper if you

added on the cost of wiring cabinets and air conditioning which copper would have required," says Dr Gale. "There is also virtually no maintenance, which saves heavily on support costs."

In the UK, companies such as British Aerospace and BICC have been among the first to be fitted with Volition. The system is particularly attractive for companies that need to transfer large amounts of data around their networks.

3M is now researching a version of Volition which would bring similar benefits to the home market.

3M: www.3m.com/volition

IN BRIEF

Infrared route round the cable problem

Cabling a small business, a temporary site or a multi-PC home in order to install a local area network can be difficult, time-consuming or impractical. One solution is a wireless network, but until recently this has either required expensive radio equipment or used low bandwidth infrared technology needing a line of sight between transceivers.

Premier Electronics, a UK-based company, has introduced what it claims is the first scattered infrared wireless ethernet system capable of operating at the hardware standard 10Mbps.

The Yalo 100 series of wireless infrared transceivers are small enough to fit on top of a computer monitor and, unlike other infrared systems, do not require line-of-sight between units. Range is up to seven metres, depending on the room characteristics.

Infrared transmission between the units establishes a secure wireless link which cannot be corrupted by outside interference or other electronic equipment. The number of PCs that can be

connected this way is limited only by network load and up to four computers can be connected to one Yalo 100H hub unit.

www.premierelect.co.uk

Keeping secrets on the internet

Emergent Technologies, a Coventry-based software group, has developed what it claims is a fool-proof system for electronic money transfers



Small but smart: Sanyo has launched what it says is the first digital still camera to take small sections of moving picture as well. Its VPCG250 camera incorporates Video Clip technology, which enables about four five-second bursts of moving picture to be taken and stored on a 4MB SmartMedia card. During the next two years it aims to develop digital still cameras which can record longer periods of moving images. The VPCG250 retails at a recommended £448.99 (£740).

and sending confidential information over the Internet. The encryption software, called Eurokey, has already caught the attention of banks in the US, Canada and Japan.

"Only the intended recipient can decode the message," said David Playfield, one of its developers. "Because it is simple to operate and totally secure, it is of great value in finance, legal, and medical transfers."

The slightest interference with a Eurokey coded

transmission will send a signal to the intended recipient.

www.eurokey.co.uk

Quick-fire trouble shooting

Diagnosing faults in aircraft engines can be time consuming and expensive.

Acknosoft, a French-based technology group, has developed a suite of decision support software tools called Kate designed to help cut downtime for Boeing 737s.

Kate uses two techniques, case-based reasoning and induction. It is based on the analysis of 80 symptoms described by 80 parameters distilled from 1,500 cases which were themselves a sub-set of 23,000 actual cases logged by airlines and collected during six months.

Technicians using the system simply respond to a set of questions posed by the software.

The software is also used to trouble-shoot problems in call centres, medical diagnosis, forgery detection and industrial equipment maintenance.

www.acknosoft.com

Paul Taylor



INTERNET SELLING OVER THE WEB

Online crowd-pullers

Sports news and merchandise web sites already promise to be among the most successful areas of internet development. Andrew Gellatly continues our weekly series

Europe's sports merchandisers are licking their lips in expectation as the World Cup finals kick off in Paris today. There is money to be made selling rosettes, replica shirts, souvenirs and other soccer paraphernalia.

Most of it will be sold by shops, stadium stalls and mail order, rather than online. But by 2002, at the finals to be hosted jointly by Japan and South Korea, the sports boot may be on the other foot, if the US experience with sport-related electronic commerce is any guide.

With 88 per cent of Americans self-professed sports fans, and 50 per cent claiming to follow six sports or more, it is not surprising that more and more of Silicon Valley's venture capital is finding its way into sport.

"If an e-commerce deal comes in the door we're interested - it doesn't matter what it is," says Joe Jacob of Kleiner, Perkins, Caufield & Byers, a Silicon Valley venture capital fund. "No one wants to miss out on the next Amazon.com [the online bookseller]."

Mr Jacob's latest project has been the financing of three-year-old CBS Sportsline, a fast-growing online sports news service. Like most of the main sport web sites, Sportsline, partnered by the US network CBS, has a business model that is currently 60 per cent advertising revenue with the balance from e-commerce and subscription. But the e-commerce share is growing.

Sportsline's first-quarter 1998 revenues were \$6.7m (\$2m), of which \$2.3m came from online merchandising, the largest part in the 17 days of the Nagano Winter Olympics. While these figures are dwarfed by Sports-

line's \$800m market value, the sale of more than \$2m of Olympic merchandise in two weeks made Sportsline one of the web's most successful retail sites for a while.

If the online sports market in the US represents an enviable deep pool of consumers, the fans' tribal devotion to sports teams makes market analysis an exact science. As a microcosm of the expanding e-commerce world the US sports market is impressively precise: "If you need to know how many Scottie Pippen [the basketball player] fans prefer Coke to Pepsi, we can give you that information," says Richard Barker, founder of the ESPN Chilton Sports Poll.

Among the figures that Mr Barker's telephone polling has turned up are that 22.4 per cent of Americans use their PC for sport, compared with 10 per cent in 1996, but among that number the audience for sport is still overwhelmingly - 97 per cent - male and managerial. And tens of thousands of site users participate in fantasy leagues and online games.

There is every chance they will stop and buy.

But when fans come to a sport site their shopping patterns are unlikely to be the same as at the mall. The US's favourite sport, NFL Football, is a relative newcomer to e-commerce but since NFL.com began selling merchandise online at last year's Superbowl in a joint venture with International Business Machines, it has learnt the structure of the market quickly.

"The average order size is definitely higher than with other distribution channels and it is continuing to build into larger items as the trust factor rises," says Jann James, the NFL's director of media development.

Out of a total of \$3bn in annual NFL merchandising revenues, NFL.com generates a figure in the low hundreds of thousands. That is enough to worry conventional retailers and most NFL licensees are not yet selling online, instead leaving it to the big retailers such as QVC, J.C. Penney's and Footlocker.

As Mr James says: "It is important not to alienate retailers with extensive online selling - you have to hire an agency to manage

worked out the e-commerce model yet," he says.

Generating traffic and keeping visitors has never been more important. As Mike Levy, Sportsline's founder, says: "You can spend \$5m and still not get the traffic and you need the same infrastructure whether you have a major site or a niche site." But he admits: "Without our CBS relationship it is hard to know where we would be now."

Sportsline has signed up as a \$500,000-a-month platinum partner on Microsoft's Internet Explorer 4.0 browser, with a prominent space on the IE4 site.

Examples of successful sports e-commerce operating outside the huge US market are harder to come by but the Tour de France has one based in the heart of internet-ahoy Paris. Maya de Rossi has headed the competition's online operation for three years but has seen returns only since 1997. LeTour.fr generated boutique revenues of FF600,000 (\$11,806.59) during the 1997 Tour with the largest proportion of customers coming from the US, Denmark and Germany. "When an Italian or Colombian wins a stage, you can feel their country present in the boutique," says Mrs de Rossi.

The Tour de France expects to double its e-commerce revenues this summer and is catering for the US market with three mirror servers in the US to improve transaction speeds and a new LeTour.com address. Their event-driven example may show the way for European niche sports hoping to tap into the increasingly consolidated American market. Mrs de Rossi says: "We are beginning to see people buying all year round and this year we ran out of articles completely. We sold close to 1,000 yellow jerseys."

"Nobody's quite

and assign those rights."

The league has not shied away from paying affiliate sites that bring traffic to NFL.com in the same way that Amazon.com's affiliates now receive 15 per cent of the order value. "Because you can capture additional margin that is not a problem," argues Mr James.

With internet users increasingly coming to their favourite sports content through the main portals such as Yahoo!, Excite or America On Line, the race is on for these services to deepen their coverage or form alliances with content providers.

AOL's sport site already claims to attract three times as many visitors as any other and Mark Appleman, AOL's sport programming director, says it is not possible to plan more than three to six months ahead, as the market is developing so quickly. "Nobody's quite

come from this year. For the second consecutive year the majority said that there would be most demand for IT work but human resources consultancy also showed good growth, while most other areas remained level.

Banking and insurance were the heaviest purchasers of consulting services, accounting for more than 20 per cent of the market - not surprising, says the federation, with the introduction of economic and monetary union, the Year 2000 problem and other financial reforms.

Manufacturing came second, with transport and communications close behind. The public sector used consultants little, apart from in the UK, Italy and Greece.

Peaco members were asked to say where they thought the work would

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MANAGEMENT EUROPEAN CONSULTANCY

Sound growth in advice

A 15% rise in fee income reflects the strength of Europe's economy, says Diane Summers

Management consultants across Europe had a bumper year in 1997, with fee income rising by 15 per cent to Ecu19bn (£12.9bn) reports their pan-European body, the European Federation of Management Consultancy Associations (Feaco).

If other earnings - for example, from outsourcing activities - are added, the figure is probably more like Ecu22bn, says the federation. The federation's members account for about 40 per cent of these earnings and for about 44,000 consultants out of a total of 130,000 in Europe.

Germany and the UK continue to be the most important markets, providing 65 per cent of fee income

between them, against a 37 per cent share of European gross domestic product.

Corporate strategy and organisation development last year provided consultants with 27 per cent of their work - displacing information technology (21 per cent) at the top of the fee league. Human resources consultancy also showed good growth, while most other areas remained level.

Banking and insurance were the heaviest purchasers of consulting services, accounting for more than 20 per cent of the market - not surprising, says the federation, with the introduction of economic and monetary union, the Year 2000 problem and other financial reforms.

Manufacturing came second, with transport and communications close behind. The public sector used consultants little, apart from in the UK, Italy and Greece.

Peaco members were asked to say where they thought the work would

In demand: spending and employment by country

	Fee Income Ecu m	No of consultants		Fee Income Ecu m	No of consultants
Austria	380.0	1,000	Italy	580.0	3,700
Belgium	480.0	2,000	Netherlands	940.0	4,600
Denmark	260.0	1,000	Norway	920.0	4,600
France	2,400.0	10,000	Poland	80.0	1,000
Germany	2,400.0	10,000	Russia	80.0	1,000
Greece	80.0	1,000	Slovakia	20.0	200
Spain	1,000.0	14,000	Sweden	20.0	200
Switzerland	1,000.0	14,000	UK	1,000.0	14,000
UK	1,000.0	14,000	USA	1,000.0	14,000
Totals	19,835.5	134,221			

Source: FEBCO

Source: FEACO

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Peaco members were asked to say where they thought the work would

encouraging for management consulting in Europe. "As our results reflect, and indeed anticipate, the direction of national economies, there is also a strong message on the European economy as a whole," he says.

However, there is one area of concern, he adds: the developed nations of Europe have increased their demand for consultancy but this has not happened in the less developed countries. Both the European Commission and Feaco have a role to play in ensuring that a "greater knowledge gap" is not created, he comments.

Feaco survey of the European Management Consultancy Market 1997. Ecu50 from Feaco, 145 rue Royale B-1000, Brussels, Belgium.

Europe waits for

مكتبة الامير

EURO PRICES

EQUITIES

Europe waits for Greenspan

EUROPEAN OVERVIEW
By Martin Dickson,
Financial Editor

Trans-European equity indices yesterday failed to sustain Monday's upswing and dipped as world markets awaited today's congressional testimony by Alan Greenspan, the Federal Reserve chairman.

A weak opening on Wall Street and a drop in bond prices gave a weak background for equities, with the FTSE Europe 300 index closing down 6.44 at 1,258.37 in trading that lacked a clear direction.

The Eurotop 100 index, which focuses on the largest, most liquid stocks suitable for derivatives trading, dropped 12.26 to 2,885.19. The Stoxx 100 index, which tracks companies from founder states of European monetary union, was off 9.08 at 1,055.09.

In the bond markets, the benchmark German government 10-year bond was quoted in late trading at 102.86, down 0.15, to yield 4.86 against 4.85 the night before.

Figures for German May unemployment were slightly lower than the market had been expecting.

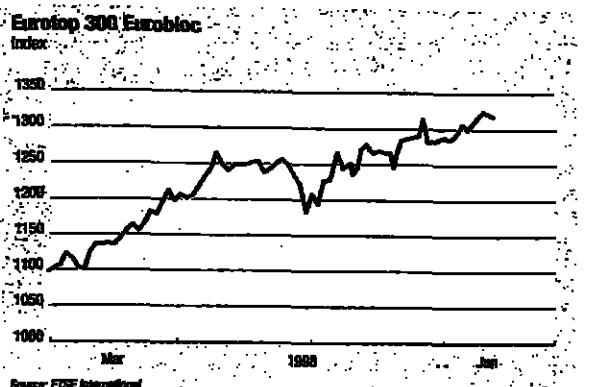
The worst performing Eurotop sector was extractive industries, which dropped 4.03 per cent as Rio Tinto fell Ecu 0.50 to Ecu 10.96 following Monday's announcement of a US coal mine acquisition.

Integrated oil companies dipped 1.79 per cent as Brent oil futures dipped through the \$14-a-barrel level on what dealers said was a technical sell-off. Royal Dutch was off Ecu 1.30 to Ecu 60.18 while Total B stood Ecu 72.70 lower at Ecu 116.58. However, Petrofina added Ecu 2 to Ecu 381.89.

The electricity sector was particularly mixed, with the

overall index dropping 1.35 per cent. Endesa fell Ecu 1 to Ecu 19.58 as retail investors sold shares following the recent offering, and VEW lost Ecu 0.50 to Ecu 289.31. But Thyssen rose Ecu 5.70 to Ecu 127.91 on news it had set up a new venture with Electabel to trade in the Norwegian and Swedish energy markets. Electabel rose Ecu 2.40 to Ecu 234.67.

Sectors which advanced on the day included construction, up 0.65 per cent, household goods and textiles, 0.85 per cent ahead, and distributors, which saw a 1.34 per cent increase.



Source: FTSE International

IN THREE MONTH EURO FUTURES (LFF) Expiry points of 100%

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Jun	95.755	95.740	-0.020	95.755	95.740	351	10675
Sep	95.750	95.745	-0.015	95.750	95.730	354	18019
Dec	95.650	95.630	-0.020	95.650	95.640	84	7286
Mar	95.640	95.620	-0.020	95.640	95.610	0	5182

IN THREE MONTH EURO OPTIONS (LFF) Expiry points of 100%

	Strike	Call	Put	Call	Put	Call	Put
Jun	0.030	0.040	0.060	0.070	0.045	0.055	0.075
Sep	0.030	0.040	0.060	0.070	0.045	0.055	0.075
Dec	0.030	0.040	0.060	0.070	0.045	0.055	0.075
Mar	0.030	0.040	0.060	0.070	0.045	0.055	0.075

IN FTSE EUROTOP 100 INDEX FUTURES (LFF) Expiry points of 100%

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Jun	2885.19	2885.19	-12.26	2885.19	2885.19	25	1087
Sep	2885.19	2885.19	-12.26	2885.19	2885.19	0	73
Dec	2885.19	2885.19	-12.26	2885.19	2885.19	0	73
Mar	2885.19	2885.19	-12.26	2885.19	2885.19	0	73

IN EURO STYLE FTSE EUROTOP 100 INDEX OPTIONS (LFF) Expiry points of 100%

	Strike	Call	Put	Call	Put	Call	Put
Jun	0.030	0.040	0.060	0.070	0.045	0.055	0.075
Sep	0.030	0.040	0.060	0.070	0.045	0.055	0.075
Dec	0.030	0.040	0.060	0.070	0.045	0.055	0.075
Mar	0.030	0.040	0.060	0.070	0.045	0.055	0.075

OTHER INDICES

	Jun 98	Jun 97	Jun 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INTERNATIONAL CAPITAL MARKETS

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The diagram illustrates the experimental setup. A participant is seated at a table, looking at a video screen. A video camera is positioned above the screen. A light source is positioned to the left of the screen. A target is positioned on the screen. A ruler is placed on the table. A scale bar is shown at the bottom right.

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Arar and Collins (1971) using a Shimadzu 1010 spectrophotometer. The concentration of chlorophylls was expressed in $\mu\text{g mL}^{-1}$ of the sample.

COMMODITIES & AGRICULTURE

FARMING MOVE TO CURB GRAIN STOCKS

Brussels to back increase in set-aside

By Michael Smith in Brussels

The European Commission is today expected to back controversial proposals for a big increase in the amount of arable land to be taken out of production next year in an effort to curb an expansion in grain stocks.

It will consider a "set-aside" level of 10 per cent or 12 per cent. That compares with the existing 5 per cent and would be the first increase since compulsory set-aside was introduced in 1993 as part of a reform of the Common Agricultural Policy.

The commission's decision will set the scene for a heated debate at a meeting of agricultural ministers later this month. Germany is in favour of a doubling of set-aside but France is strongly opposed.

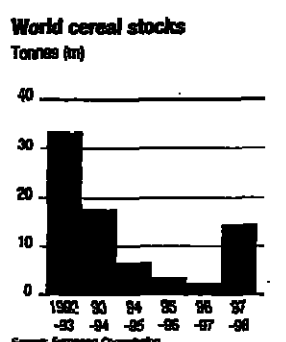
The debate is sensitive because the commission, the European Union's executive, wants the set-aside system to be in effect under 2000 as part of a new round of CAP reforms.

The so-called Agenda 2000 plans for CAP reform aim to make EU grain fully competitive on world markets, increasing the potential for exports and making set-aside redundant.

Many farmers oppose abolition and say the commission's plans will not compensate them fully for a loss of set-aside payments.

The compulsory set-aside system was set up as part of the last big reform of the CAP. The system initially involved 15 per cent of grain land, but has been progressively reduced since its introduction and has been operating at 5 per cent for the past two years.

The system has achieved



its aim of reducing grain stocks, which fell from 30m tonnes in 1993 to 15m tonnes by 1996. However, the commission says stocks will be up to 14.8m tonnes by the end of this month, and with a change in the 5 per cent set-aside rate stocks will rise to 30m tonnes in 1999-2000.

World prices have been depressed recently and the EU's problems have been compounded by higher output, particularly of coarse grain, from central Europe.

Today's meeting of the 20 EU commissioners is said to be more likely to back 10 per cent than 12 per cent, though it is possible that a lower level could be agreed.

The final decision will be made by farm ministers, and analysts say they are unlikely to agree to more than 8 per cent.

Farmers in France, Europe's biggest grain grower, believe they can export the crops grown on land the commission wants to set aside. Germany supports a doubling of set-aside to prevent a collapse in prices hitting its small farmers. It is backed by Austria.

With the rate at 5 per cent, about 1.9m hectares of EU grain land are kept out of production.

Aluminium group split on EU levy

By Kenneth Gooding in Brussels

Aluminium production in western Europe could not keep pace with soaring demand last year, leaving a bigger gap than ever to be filled by imports, according to European Aluminium Association statistics. The EAA indicated yesterday there were signs the gap would widen in 1998.

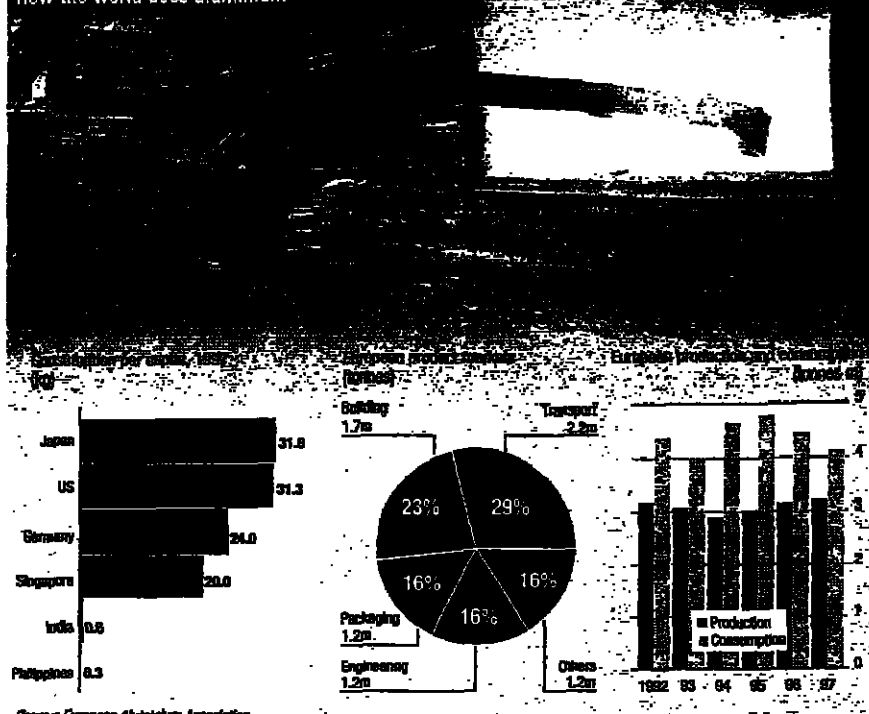
This will provide more ammunition for those in the industry fighting for abolition of the European Union's 6 per cent import duty on the metal.

The association remains irreparably split on the issue with two substantial members taking opposing views. Pechiney of France, Europe's biggest producer of primary aluminium, is implacably against removal of the duty, while Alcan of Canada, the world's second largest producer, is leading a campaign against the duty.

The EAA reported yesterday that primary aluminium consumption in western Europe last year jumped by 11.3 per cent to 5.47m tonnes while production increased by a more modest 3.5 per cent to 5.3m tonnes.

Consequently, imports of the metal rose from about 1.75m tonnes to 2.2m tonnes. Kurt Wolfenberger, chairman of the EAA, said there would be a further increase in consumption this year because "the lively market

How the world uses aluminium



continued into 1998". Production would be only slightly higher.

Mr Wolfenberger said there was "no visible impact" on the European aluminium industry from the Asian economic crisis, and that aluminium prices had been forced down too far by worries about Asia.

Present "grossly depressed" prices were likely

to hold back investment needed in new production capacity, he added.

"World aluminium demand (this year) will strongly benefit from the accelerating pace of the Asian business cycle. The financial problems of the Far East are not expected to seriously affect global aluminium demand as in most south-east Asian coun-

tries per capita consumption is still relatively low, albeit on the increase," he said.

Although western world aluminium consumption, which grew by 6 per cent in 1997, was likely to stagnate this year, supply and demand would remain in balance, he insisted.

Mr Wolfenberger said the transport, building and construction industries,

together with packaging, continued to be the main markets for aluminium and use of the metal in engineering and electrical engineering also showed excellent growth.

In the past 10 years, the aluminium content in an average car had increased by more than 30 per cent, from 60kg to 85kg. Driven by the significant weight reduction aluminium offers, car makers would almost certainly increase their use of the metal and he had every confidence in forecasts that the average car would contain 130kg by 2005 - another 52 per cent increase.

The industry was also benefiting from a dramatic rise in the number of fast ferries and cruise ships coming into service. Aluminium had become the main material for fast ferries, which are "weight critical structures" capable of operating at speeds up to 55 knots.

Aluminium was also being used for the superstructures of new cruise ships because "the popularity of sea-facing cabins with balconies has made it essential to lighten the upper decks of these huge vessels to maintain stability".

Aircraft were another big market for aluminium. The association predicted an annual growth rate of 800 to 900 commercial aircraft with 100 seats or more compared with 400 in 1995.

Gold falls on ECB reserves consensus

MARKETS REPORT

By Kenneth Gooding and Robert Corzine

Gold dropped sharply yesterday after Wim Duisenberg, president of the European Central Bank said that, although a decision still had to be made about the amount of gold to be in the new bank's reserves, a consensus among central bank governors was that the metal should represent 10-15 per cent of reserves.

The price, which had risen strongly this week and reached \$388 a troy ounce at one point yesterday, fell to \$382.30 before recovering a little in late London trading.

"Some may argue that the central bank consensus is disappointing," said Alex Wood at Flemings Global Mining Group, "but a vote against gold would have been disastrous."

Brokers GNI argued that the reserve issue was a red herring. It said: "The real issue is the degree to which national central banks can conduct transactions without informing the ECB."

GNI said that greater autonomy among the banks would probably lead to bigger quantities of gold being sold.

Crude oil prices also fell sharply. Brent Blend for July delivery was quoted at \$13.42 a barrel in late trading on the International Petroleum Exchange, down 80 cents on Monday's close.

The fall coincided with intense Saudi efforts to secure additional commitments from Gulf oil exporters to cut output.

Ali Naimi, the Saudi oil minister, said he was confident other producers would add to the 450,000 barrel a day cut agreed last week during secret talks in Amsterdam between Naimi and his Mexican and Venezuelan counterparts.

India misses target for mango exports

By Kunal Bose in Calcutta

Failed crops have thwarted India's ambition to lift mango exports by 25 per cent to 33,750 tonnes this season.

The target given by the Agricultural and Processed Food Export Promotion Board earlier this season has become irrelevant, as the foreign buyers are complaining about the high prices of Indian mangoes, said Sanjiv, a trade official.

"Besides the short crop, the quality of Indian mangoes is not up to the mark this season," he added.

India is the world's largest producer of mangoes but the country's mango-producing states say the crop will be less than 7m tonnes this year, compared with nearly 11m tonnes in 1996-97.

Production of Alphonso, Totapuri, Banganapali and Badami mangoes, which are exported to the UK, the Middle East and south-east Asia,

has fallen 70-75 per cent, and prices are up between 100 per cent and 200 per cent.

The crop devastation is being blamed on unseasonal rain in November and December, which caused less flowering and pollination. Hail storms and high temperatures in February and March damaged crops in Andhra Pradesh, Maharashtra, Tamil Nadu and Uttar Pradesh. Crops were also lost through blossom blight and other viruses.

The acute shortage of mangoes and rising prices has put pressure on the farmers to harvest the crop while it is still too green.

According to the Andhra Pradesh horticultural department, early harvesting has harmed the fruit quality.

"We are looking at the current year as a bad dream," said an exporter. "India, which produces more than 250 varieties of mango and which accounts for more than 60 per cent of the world

crop in a normal year, should be able to give a big boost to export next year," he said.

Trade officials want government support to popularise Indian mangoes in the EU and the US.

However, scientists say future export success will depend on India's ability to introduce vigorous quarantine procedures and post-harvest technology. The post-harvest loss of mangoes in India is 45 per cent.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE (Prices from Associated Metal Trading)

Aluminium, 99.99% (per tonne)

Cash 1312.5-1315.5

Previous 1310-18

High/Low 1310-18

Settlement 1315.5-1315.5

Settlement 1315.5-1315.5

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Settlement 1315.5-1315.5

PRECIOUS METALS CONTINUED

GOLD COMEX (100 Troy oz. \$1000)

Cash 298.2-298.2

Previous 298.2-298.2

High/Low 298.2-298.2

Settlement 298.2-298.2

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GRAINS AND OIL SEEDS

WHEAT COMEX (1000 bushels)

Cash 74.25-74.25

Previous 74.25-74.25

High/Low 74.25-74.25

Settlement 74.25-74.25

Settlement 74.25-74.25

Settlement 74.25-74.25

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Settlement 74.25-74.25

SOFTS

COFFEE COMEX (100,000 lbs)

Cash 107.4-107.4

Previous 107.4-107.4

High/Low 107.4-107.4

Settlement 107.4-107.4

Settlement 107.4-107.4

Settlement 107.4-107.4

Settlement 107.4-107.4

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Settlement 107.4

LONDON STOCK EXCHANGE

Footsie clings to 6,000 in spite of profit-taking

By Louise Johnson
in San Francisco

Profit-taking rather than mixed economic data ensured that the London market came off the boil yesterday.

After pushing the FTSE 100 index up 177 points in the previous two sessions, traders were keen to take some of the heat out of the market.

Following a fall in the Hang Seng and some slip-slapping in the New York equity market, London started weakly, setting the pattern

for the day, but there were still some encouraging signs of strong support levels.

The Dow Jones Industrial Average held above 9,000 for the extent of the London trading session. And Footsie was down 34 points at worst, but it never dipped below 6,000.

The index ended the day 18 lower at 6,019.8, in spite of continued buying of the heavyweight pharmaceutical stocks. But the pressure at the top was not felt lower down the chain.

The FTSE 250 reached a new intra-day peak of 5,970.9 and ended the day 6.3 higher

at 5,996.6, a new record close. The index responded to the latest bid in the hotel and brewing sectors.

News that Thistle Hotels had received an approach followed announcements late last week that Vaux and Ushers had also been approached. The SmallCap index also ended marginally higher.

Meanwhile a chart specialist at Investment Research of Cambridge said a break-out in the FTSE All-Share index suggested the broad index could now easily rise another 100 points.

A potential macro-

economic impact on the market came from manufacturing and retail sales figures.

The British Retail Consortium said May's high street sales rose only 3.7 per cent year on year compared with the 5.7 per cent rise achieved in April.

"These figures," said Michael Saunders of Salomon Smith Barney, "together with the CBI retail survey, point to a further slowdown."

The anti-inflationary signal from the sales figures was slightly offset by a one per cent jump in industrial production in April, the big-

gest gain for almost a year. However, that blip was accounted for by a 7 per cent increase in utilities output, seen as weather-related.

And one analyst said the annual growth rate was sliding into negative territory for the first time in almost two years, with output dropping in fuels, metal and food, drink and tobacco.

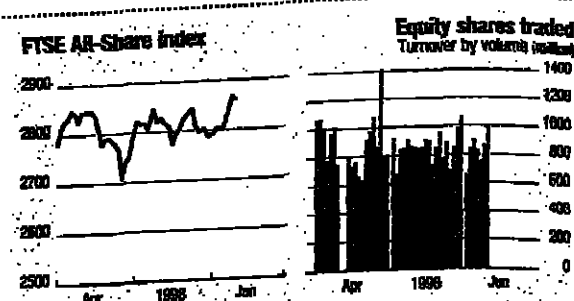
However, dealers said the market was principally treading water following Monday's sharp rise.

June is traditionally quiet and traders predict even more stagnation this year as the World Cup grabs the

market's attention. There was also a lull ahead of today's speech by Alan Greenspan, the US Federal Reserve chairman, to the joint economic committee of Congress.

With investors hoping the UK has reached the top of its interest rate cycle, there will be keen interest in any hints about US rates.

Volume by spin was just under 1bn shares, relatively high by recent standards. The turnover was strongly skewed towards non-Footsie stocks. The blue-chip index accounted for 40 per cent of the day's total.



Equity shares traded
Turnover by volume (millions)

Indicators and ratios	Value	Change
FTSE 100	6019.8	-18.0
FTSE 250	5996.6	+6.3
FTSE All-Share	5970.9	+6.3
FTSE 100 Dividend Yield	2.76	-0.01
FTSE 100 P/E Ratio	15.0	-0.1
FTSE 100 Dividend Payout	42.5	-0.5
FTSE 100 Dividend Cover	2.10	0.10

Best performing sectors	Worst performing sectors
1. Pharmaceuticals +1.5	1. Consumer Goods -1.7
2. Insurance +1.1	2. Telecommunications -1.4
3. Utilities +1.0	3. Oil & Gas -1.3
4. Support Services +0.8	4. Engineering -1.2
5. Electronics & Equip +0.5	5. Oil Exploration -1.1

Hotel bidders book in

By Martin Brice and Joel Kibazo

The statement by Thistle that it had received a number of approaches boosted the bid speculation that has centred on the hotels sector this week.

Thistle was the best performing stock in the FTSE 250, as it rose almost 19 per cent or 37 to 237p in busy trade of 5m. Some analysts have said the company is unlikely to be bought for less than 250p a share, while the emergence of other bidders could see the take-out price rise even further.

Takeover ferment spilled into the blue chips, with Ladbroke the best performer in the FTSE 100 as the shares gained almost 6 per cent or 19p to 359p as a brisk 9.4m changed hands.

Vaux, which has also been approached, gained 1p to 356p while Stakis, seen as a potential bidder for the regional brewer, gained 5 to 138p. Jarvis Hotels, helped by strong results, was up 13p to 181p.

The sector is seen by analysts as ripe for consolidation, with hotel companies trading on low earnings multiples and US investors ready to seek out assets available for lower prices

than currently seen at home. Dresdner Kleinwort Benson, which has highlighted the probability of a move into the UK hotel market by US real estate investment trusts, yesterday advised clients to buy Stakis and Greenalls, which rose 8 to 539p. It also recommended Sears, from which Selfridges is to be demerged next month. Selfridges owns a 220-bed hotel. Sears, to which Kleinwort is broker, saw brisk trade of 2m although the shares were unchanged at 65p.

Investors piled into Glaxo Wellcome ahead of a keynote speech by the company's chief executive at a US global healthcare conference hosted by Goldman Sachs. The shares jumped 49 to 217.63 following busy trade of 6.1m.

Also, sector specialists are awaiting details about Glaxo's new Aids formulation at the international Aids conference in Geneva later this month.

The new drug, Abacivir, could be on the market by the end of this year and Goldman, which is positive on the stock, projects sales of around £450m per year.

However, not everyone is a fan of the international pharmaceutical giant. Dresdner Kleinwort Benson was warned that interim results will be poor with both sales and operating profits down. It reiterated its "sell" stance.

The broker is also cautious on Zeneca and traders said it warned that first-half figures will be depressed by the cost of launching new products, particularly Accolate and Serquel. Zeneca fell 26 to 236.34p.

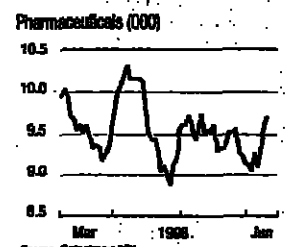
Kleinwort is positive on SmithKline Beecham, which improved 8 to 700p. The broker highlighted the attractions of the stock. It also upgraded its stance on the sector to neutral from underweight.

Dealers said Dresdner believes strong US economic growth will boost budgets for healthcare management organisations leading to higher spending on drugs.

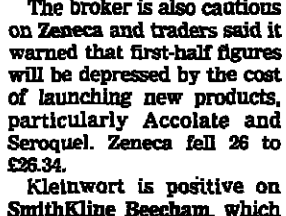
The sector was also attractive for defensive reasons and the prospect of merger activity.

British Biotech continued to fall following an announcement by the company's own brokers on Monday that its 43p-a-share valuation could be too high.

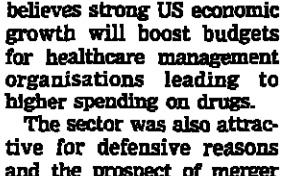
Best and worst performing FTSE sectors



Pharmaceuticals (000)



Consumer Goods (000)



Oil & Gas (000)

FT 30 INDEX

Month	Index Value
Mar	3200
Apr	3100
May	3450
Jun	3150

Yesterday the shares surrendered another 8% to 39¢.

It was a poor session for two water companies that reported results yesterday.

Severn Trent recorded the

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

AMSTERDAM (Jun 9/Sec)

Stock	Price	Change
AEX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

BRUSSELS (Jun 9/Sec)

Stock	Price	Change
BRX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

PARIS (Jun 9/Sec)

Stock	Price	Change
CAC	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

FRANKFURT (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

BERLIN (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

STUTTGART (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

MUNICH (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

VIENNA (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ZURICH (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

GENEVA (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

LONDON (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ATHENS (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ISTANBUL (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

TEHRAN (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

NEW DELHI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

MUMBAI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

OSLO (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

STOCKHOLM (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

COPENHAGEN (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

HELSINKI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

WARSAW (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

PRAGUE (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

BUDAPEST (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

VIENNA (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ZURICH (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

GENEVA (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

LONDON (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ATHENS (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ISTANBUL (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

TEHRAN (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

NEW DELHI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

MUMBAI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05



Rockwell Automation helps Aerial Camera Systems bring you perfect shots at great sporting events.

OSLO (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

STOCKHOLM (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

COPENHAGEN (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

HELSINKI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

WARSAW (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

PRAGUE (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

BUDAPEST (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

VIENNA (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ZURICH (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

GENEVA (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

LONDON (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ATHENS (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

ISTANBUL (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

TEHRAN (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

NEW DELHI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

MUMBAI (Jun 9/Sec)

Stock	Price	Change
DAX	1,458.15	+1.25
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05
ABN	10.15	+0.05

FT/SP ACTUARIES WORLD INDICES

The FT/SP Actuarial World Indices are owned by FTSE International Limited, Standard & Poor's, and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Actuarial Society of America and the Institute of Actuaries, North America

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DATE	NET CHANGE	% CHANGE
11/17	1.72	+1.6%
11/16	1.93	+8.5%
11/15	1.81	+6.2%
11/14	1.69	+1.1%
11/13	2.36	+2.6%
11/12	2.30	+2.6%

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姓名	性别	年龄	民族	籍贯	文化程度	职业	住址	联系电话	备注
王德胜	男	45	汉族	山东烟台	高中	教师	烟台市莱山区	13906311234	
李小红	女	32	汉族	河南郑州	大学	医生	郑州市金水区	15837123456	
张小明	男	28	汉族	江苏苏州	本科	工程师	苏州市工业园区	18913212345	
赵国强	男	55	汉族	四川成都	初中	工人	成都市武侯区	13608212345	
陈丽娟	女	40	汉族	广东广州	大专	会计	广州市天河区	15920123456	
周伟华	男	38	汉族	浙江杭州	本科	程序员	杭州市西湖区	18857123456	
吴小芳	女	25	汉族	湖北武汉	高中	销售	武汉市江汉区	13543212345	
孙大伟	男	50	汉族	湖南长沙	大学	教授	长沙市岳麓区	15173123456	
郑秀英	女	35	汉族	福建厦门	本科	护士	厦门市思明区	18959212345	
马志远	男	42	汉族	广西桂林	高中	司机	桂林市七星区	13878123456	
林小华	女	22	汉族	江西九江	初中	文员	九江市濂溪区	15679123456	
周国强	男	58	汉族	安徽合肥	大学	研究员	合肥市蜀山区	18955123456	
吴小芳	女	30	汉族	云南昆明	本科	教师	昆明市五华区	15987123456	
孙大伟	男	48	汉族	贵州贵阳	高中	工人	贵阳市南明区	13698123456	
郑秀英	女	33	汉族	四川南充	大专	护士	南充市顺庆区	15843212345	
马志远	男	52	汉族	重庆重庆	初中	工人	重庆市南岸区	13523412345	
林小华	女	27	汉族	湖南岳阳	高中	销售	岳阳市岳阳楼区	15974123456	
周国强	男	40	汉族	湖北黄石	大学	工程师	黄石市黄石港区	18972123456	
吴小芳	女	36	汉族	广东深圳	本科	程序员	深圳市福田区	15975123456	
孙大伟	男	53	汉族	浙江宁波	高中	工人	宁波市海曙区	13676123456	
郑秀英	女	29	汉族	江西景德镇	大专	文员	景德镇市珠山区	15877123456	
马志远	男	46	汉族	安徽芜湖	大学	教授	芜湖市镜湖区	18978123456	
林小华	女	24	汉族	云南曲靖	高中	销售	曲靖市麒麟区	13679123456	
周国强	男	56	汉族	四川达州	初中	工人	达州市达川区	15880123456	
吴小芳	女	31	汉族	湖南邵阳	本科	教师	邵阳市邵东市	18981123456	
孙大伟	男	49	汉族	广西柳州	高中	司机	柳州市柳南区	13682123456	
郑秀英	女	34	汉族	湖北咸宁	大专	护士	咸宁市咸安区	15883123456	
马志远	男	51	汉族	重庆万州	初中	工人	万州区白岩寺镇	13584123456	
林小华	女	26	汉族	湖南益阳	高中	销售	益阳市资阳区	15985123456	
周国强	男	41	汉族	湖北孝感	大学	工程师	孝感市孝南区	18986123456	
吴小芳	女	37	汉族	广东珠海	本科	程序员	珠海市香洲区	15975123456	
孙大伟	男	54	汉族	浙江绍兴	高中	工人	绍兴市越城区	13688123456	
郑秀英	女	32	汉族	江西上饶	大专	文员	上饶市信州区	15889123456	
马志远	男	47	汉族	安徽蚌埠	大学	教授	蚌埠市蚌山区	18990123456	
林小华	女	23	汉族	云南红河	高中	销售	红河州弥勒市	13691123456	
周国强	男	57	汉族	四川广安	初中	工人	广安市广安区	15892123456	
吴小芳	女	30	汉族	湖南常德	本科	教师	常德市武陵区	18993123456	
孙大伟	男	48	汉族	广西梧州	高中	司机	梧州市苍梧县	13694123456	
郑秀英	女	35	汉族	湖北黄冈	大专	护士	黄冈市黄州区	15895123456	
马志远	男	50	汉族	重庆涪陵	初中	工人	涪陵区白涛镇	13596123456	
林小华	女	25	汉族	湖南郴州	高中	销售	郴州市北湖区	15997123456	
周国强	男	42	汉族	湖北随州	大学	工程师	随州市曾都区	18998123456	
吴小芳	女	38	汉族	广东佛山	本科	程序员	佛山市禅城区	15999123456	
孙大伟	男	55	汉族	浙江嘉兴	高中	工人	嘉兴市南湖区	13600123456	

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STOCK MARKETS

Greenspan and G7 give pause for thought

WORLD OVERVIEW

Uncertainty stalked the world's financial markets yesterday, ahead of Alan Greenspan's testimony to Congress and a G7 meeting in Paris, writes Philip Coggan.

Investors were concerned that the US Federal Reserve chairman might indicate that the time had come for a tightening in US monetary policy and they wondered whether the leading nations

might decide to produce a package to support the Japanese yen.

The yen's weakness - it briefly fell below ¥141/\$ yesterday - is a mixed blessing for equity markets. It threatens the stability of other Asian currencies and stock markets. But the corollary, the dollar's strength, is good news for European bourses because of the boost to export prospects.

As is normally the case when the immediate outlook

is uncertain, share prices drifted lower as investors decided to sit on their hands and await some concrete news. Europe's markets lost sight of the record levels they reached on Monday, although the declines in the leading markets of Frankfurt and Paris were modest.

Germany's seasonally adjusted unemployment level fell by 80,000 in May, but that sign of economic recovery was offset by a larger-than-expected 0.6 per

cent monthly drop in industrial production.

The Russian market was one European casualty, falling 4.3 per cent after Standard & Poor's cut the country's long-term foreign currency debt rating.

In Asia, the biggest hit was taken by the red chips - China-linked stocks listed in Hong Kong - on fears that the Chinese renminbi would be forced to devalue in the light of recent yen weakness. Currency worries also

weighed on stocks in Korea and Taiwan.

Wall Street opened weakly, with the Dow Jones Industrial Average quickly falling 60 points after Monday's 31-point drop. But the Dow seemed to be comfortable above the 9,000 level.

The Bank for International Settlements, the international organisation of central banks, has sounded some cautious notes about the level of global stock markets in its latest report. On the

issue of profits, the report says: "At the present juncture, explicit earnings projections do not suggest an order of designation that would warrant the designation of a 'new era'."

The BIS sees current high equity valuations as being related to declining returns on substitute assets, such as bonds. "Should bond prices themselves be subject to some reversal, then stock prices too would have to be reassessed," it said.

EMERGING MARKET FOCUS

Lagos looks to life after Abacha

International investors will be watching the outcome of today's central bank currency auction in Nigeria for signs of the likely trend in local financial markets following the sudden death of its military leader.

Demand by local banks for US dollars at the weekly auction had been running at around \$60m for much of this year. That figure rose to around \$90m in the last few weeks as political uncertainty grew ahead of the planned presidential elections in August.

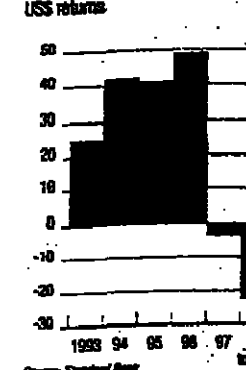
Analysts attribute much of the increased demand to local and foreign businesses taking money out of the country ahead of the elections. Withdrawals have pushed down the naira, which has declined by around 15 per cent since January. The naira now stands at N86 to the dollar at the central bank rate, and N93 to the dollar at the street rate.

"If demand for dollars goes beyond \$100m, then it will be a sign that there is continued concern about the military's intentions to hand over power and I expect a sharp decline in the currency and equity markets," said Philip Ihenacho, director of Afrinvest, the London-based investment banking firm. "What is needed is a positive statement on the future before investors can go in again."

Dealers on the Nigeria Stock Exchange, capitalised at around \$2.2bn, are hoping such a declaration on the country's political future will also bring salvation to a market that has fallen more than 20 per cent in the past 18 months.

As well as the political uncertainty, several other factors are blamed for the decline in equities. Analysts cite the higher rate of return in the debt markets, where commercial paper yields more than 20 per cent, as one of the main reasons for the move out of shares.

Nigerian market changes



Corporate results have been mixed with poor figures from consumer companies. In April, Lever Brothers, the Nigerian subsidiary of Anglo-Dutch group Unilever, reported a loss of N92m (\$1.015m) for the year to December 1997 against profits of N1.9bn the previous year. Nigerian-listed subsidiaries of petrol distributors such as Total, Mobil and Texaco have been hit hard by a refined oil shortage that has surprised many, given Nigeria's status as one of Africa's biggest producers.

"What we have seen is manufacturing grinding to a halt for lack of fuel, weakening the economy further but also driving investors away from oil distributors," said one analyst.

Christopher Hartland-Peel, Africa analyst at Standard Bank, believes investors should tread carefully before investing in Nigeria. "Many positive things have been happening in Nigeria, but I think investors should hold off investing. The political risks outweigh the short-term opportunities."

Yesterday, the equity market languished as dealers waited for a statement on Nigeria's political future from General Abdulsalam Abubakar, the new military leader. It closed at 5,925.63, down 6.47.

Joel Kibazo

Dow dips as leading stocks move lower

AMERICAS

US equities moved lower in early trading with losses among blue chips partly mitigated by stronger tech shares, writes John Labaree in New York.

The S&P 500 just turned marginally positive, and I think that we're going to see very little movement on the major averages ahead of Mr Greenspan's testimony tomorrow," said Bill Meehan, chief market analyst at Cantor Fitzgerald in Connecticut.

By early afternoon the Dow Jones Industrial Average was down 18.93 to 9,050.67, while the broader Standard & Poor's 500 had gained 1.08 to 1,115.81.

US Treasury prices turned down ahead of Mr Greenspan's testimony. The benchmark long bond fell 1/8 to 104 1/8, sending the yield higher to 5.80 per cent.

Many high-tech sectors pushed higher, including computer and semiconductor chip makers. The Pacific Stock Exchange's technology index rose 2.53 to 337.50, while the Nasdaq composite, which is heavily exposed to technology shares, was up 8.34 to 1,796.11.

Banking shares were lower a day after one of the biggest takeovers in the history of the industry. Shares of Norwest fell 1 1/4 to \$35 3/4, while Wells Fargo was down \$17 1/2, or almost 5 per cent to \$348. The Philadelphia stock exchange's banking index was off 6.62 at \$50.56.

However, US Bancorp, which had been widely seen as a possible bidder for Wells Fargo, gained \$ 1/2 to \$40 1/2 after announcing a \$2.5bn share buyback programme.

Browning-Ferris, the waste

management company, climbed 3/4 to \$36 1/2 after CS First Boston raised its rating to "buy". In the retail sector, Dayton Hudson lost 50 cents to \$50 1/2 after the company released May same-store sales figures.

Polaroid shares slipped 3/4 to \$39 1/2 after Donaldson, Lufkin & Jenrette lowered its rating.

Internet company CNET surged 30 per cent to \$10 1/2 to \$43 1/2 after NBC said it would acquire an equity stake in the company.

Ascend Communications rose 1 1/4 to \$48 1/2 on news that the company was to be included in the S&P 500 index.

Intel was modestly higher, up 50 cents to \$69 1/2, a day after the federal government announced its antitrust lawsuit against the world's leading semiconductor producer.

TORONTO drifted lower in early trading with the 300 composite index off 2.72 at 4,301.36 at noon.

Gold and banks set the tone, moving modestly lower in thin volumes, and there was some unsettling news in the shape of a profits warning from Moore Corp.

Moore, a business form specialist, forecast losses for the second quarter of this year - the actual results are due in the third week of July - and the shares tumbled C\$1.40 to a fresh low for the year of C\$19.15.

Among golds, Barrick lost 30 cents to C\$28 and Placer Dome 35 cents to C\$18.10. Royal Bank of Canada came off 30 cents to C\$88.85 and Bank of Nova Scotia 25 cents to C\$37.25.

Upbeat contract news sent Northern Telecom higher, lifting the shares C\$2 to C\$84.50.

EUROPE

Weakness in Endesa shares dragged MADRID lower, with the general index ending down 18.04 or 2.1 per cent at 877.16.

Endesa, the electric utility that has completed a \$7.3bn privatisation programme, dropped Pta170 or 4.9 per cent to Pta2.275.

More than 300m new shares started trading yesterday and many subscribers cashed in their holdings. The shares led the most actively traded stocks list.

Endesa's decline hit Iberdrola, another electric utility, which closed down Pta80 or 3.3 per cent to Pta2.355.

Other blue chips were down with Telefonica losing Pta120 to Pta7,070. Banks were also lower, with BBV down Pta230 to Pta7,700 and Santander retreating Pta120 to Pta7,630.

PARIS edged lower in a fairly directionless session for both cash and futures markets, and the CAC 40 index ended off 2.72 at 4,201.86.

Lafore and LVMH led the retreat with the cement leader falling FF730 or 4.7 per cent to FF715 and LVMH coming off FF35 to FF71.390 on currency worries in Asia, where the luxury goods group has a big customer base.

Usinor fell FF1.50 to FF710.60 after disclosing a steep rise for borrowings and also that it was one of four companies in the running to bid for Belgian steel rival, Cockerill Sambre.

Oils were dull with Total losing FF17 to FF773 and Elf Aquitaine off FF1 to FF768 in line with softening international oil prices.

De Dietrich, which is caught up in a bid auction for Austrian rail group VAE, tumbled FF20 to FF7400.

FRANKFURT traded narrowly in thin volumes to end the electronic session with the Xetra Dax index 13.28 lower at 5,773.77.

Hendel was a firm feature, rising DMS.80 to DM181.25. Volkswagen also managed to cling to the upside after a German magazine suggested that the motor giant was set to forge commercial vehicle links with Renault.

VW was quick to deny the

COCKERILL



story, but the shares improved DMS to DM1.525.

BMW was one of the day's bigger casualties, falling DM70.40 to DM1,960.60.

ZURICH turned lower following another unhappy session for Roche where recent negative product news has unsettled sentiment.

The shares dropped SF215 to SF14,030 for a two-day decline of 3.5 per cent.

Drugs generally were dull. Novartis shed SF24 to SF19.19 after SF19.229. The SMI index closed off 26.6 at 7,716.5.

BRUSSELS edged higher to close a record led by Cockerill Sambre, the steel maker seeking a tie-up.

Weakness in banking shares capped the benchmark's gain and the Bel-20 index closed 1.21 higher at 3,335.22.

Cockerill surged BF23 to 10.6 per cent to BF241. Hoogovens of the Netherlands, Arbed of Luxembourg, Usinor of France and Thyssen Krupp of Germany are seen to be possible partnership candidates.

A shortlist is scheduled to be drawn up by the end of June with a final decision made in early September.

Tractebel, the utility, closed up BF240 or 4.8 per cent to BF25,200 after the announcement of its Scandinavian electricity joint venture.

Profit-taking hit Fortis, the Belgo-Dutch financial group, which closed down BF430 or 4.3 per cent at BF4,510.

The group won the bidding war against ABE Amro over Generale Bank, which fell BF750 to BF26,550 over the weekend.

Traders said investors regarded the offering price

for Generale as too high.

AMSTERDAM closed marginally lower on lingering uncertainty over the course of the US economy. The AEX index fell 6.72 or 0.6 per cent to 1,206.51.

ASM Lithography, the semiconductor maker, rose F13.40 to F174.80 while Gucci gained F1.60 to F1100.90.

The shares gained ground on Monday after Prada, the Italian fashion company, bought a 5 per cent stake in the luxury goods group.

However, they shed most of the day's earlier gains after Prada's comments in an interview that the stake was a financial investment, disappointing investors who had hoped for a takeover.

COPENHAGEN closed firmer helped by banks and financial shares buoyed by merger speculation. The KFX index rose 1.73 or 0.7 per cent to 238.89.

BG Bank, the third largest bank, gained DK7 to DK410 on its announcement that it was negotiating with Realcredit, a leading mortgage credit company.

Neurosearch rallied DK20 to DK680 on reports of UK clinical tests for its drug to fight cocaine addiction.

Tele Danmark, which appointed Henning Dyrsmose, the former finance minister, as its chief executive, gained DK3 to DK628.

VIENNA ended little changed after a hectic ses-

sion for VA Stahl and rail

equipment maker VAE.

Stahl, which is vying with a French group for control of VAE, rose 5 per cent to Sch574.40 while VAE powered ahead by 32 per cent to Sch1,670 after the bourse authorities waived the ruling on single-day movements.

VAE share price (Schilling)



for shares. The ATX index ended up 0.1 per cent at 1,589.16.

DUBLIN ran counter to the general trend across Europe, adding 86.94 or 1.9 per cent to 5,186.06 on the benchmark SE Index.

Ryanair Holdings rose 10p to 62p ahead of today's publication of final-quarter results.

Written and edited by Jeffrey Brown, Peter Hall, Emilio Terazono and Paul Grogan

Bovespa loses ground

SAO PAULO traded narrowly in dull turnover with the benchmark Bovespa index off 60 at 10,490 at midsession. Activity was fairly minimal, not helped by the fairly directionless start on Wall Street.

Leaders lost ground across the board. Telebras gave up 0.2 per cent at R\$135.70 ahead of the announcement - widely expected tomorrow - of the minimum sale price for the upcoming privatisation of the telecommunications giant.

Elsewhere, Petrobras shed

0.4 per cent to R\$246 and Eletronorte came off 1.5 per cent at R\$59.90.

MEXICO CITY continued to drift lower. Market heavyweight Telcel, a strong market on Monday, met with modest profit-taking, slipping 10 centavos to 21.60 pesos. The IPC index was off 39.37 at 4,559.72 at midsession.

CARACAS turned visibly lower on the latest batch of negative news from world oil markets. At midsession, the IBC index was 69.93 or 1.2 per cent lower at 5,955.95.

Rate fears weaken Jo'burg

SOUTH AFRICA

Gold ticked higher, but the broad market in Johannesburg continued to lose ground as investors worried about an increase in interest rates.

At the close, the all share index was off 59.8 at 7,566.3. Industrials shed 111.1 to 8,912.8 and financials, led by clear weakness among banks, fell 208 to 13,169.3. A better day for bullion sent golds up 33.8 to 897.4.

HK sinks in currency storm

ASIA PACIFIC

Investors in HONG KONG nervously tracked the currency markets, and the Hang Seng index ended 195.17 or 2.3 per cent lower at 8,391.46.

"Everyone is watching the yen and the yuan (renminbi)," said one broker. China stocks fell heavily, taking the red-chip index down 8.54 per cent and H shares 6.8 per cent lower.

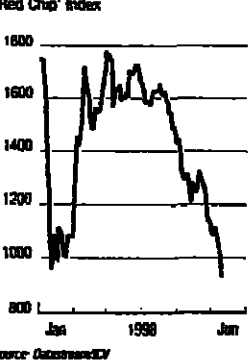
Among China stocks, Shanghai Industrial lost HK\$1.35 to HK\$17.90 and Beijing Enterprises shed HK\$1.15 to HK\$10.65. Market heavyweight HSBC dipped 50 cents to HK\$90.

The trading day was shortened by storm warnings and turnover trailed away to HK\$2.3bn, against HK\$4.6bn on Monday.

TOKYO responded to hopes that the weak yen would boost exports with a rise of 170 or 1.5 per cent to 15,530.17 on the Nikkei 225 Average, writes Alexandra Harvey in Tokyo.

Volumes remained thin at 310m shares, but the benchmark ended at its best level of the session. The low was 15,316.43. The Topix index of

Hong Kong



first-session stocks gained 0.88 per cent or 10.33 to 1208.68. The Osaka index closed up 138 at 16,304.

Electronics stocks were clear beneficiaries of the weak yen. Fujitsu jumped Y44 or 3 per cent to Y1,530 following news of a plan to develop servers with Intel, the US computer chip leader. Reports that Sharp intended to increase output helped the stock up Y58 or 5.6 per cent to Y1,088. Hitachi improved Y30 to Y908.

Overall, the banking sector was little changed, up 0.2 per cent with many stocks

weighed down by speculation about bad debts.

Rumours circulated that the Long-Term Credit Bank might call off its tie-up with Swiss Bank. LTCB denied this strongly, but still led the exchange in volume to close 7.7 per cent, or Y14, lower at Y167. Nikko Securities came off Y8 at Y382. Nippon Credit Bank dropped Y4 to Y122.

The yen also got behind motor stocks. Mazda rose Y15 to Y471 and Toyota Y40 to Y3,400. Nissan softened slightly, retreating Y4 to Y407.

KUALA LUMPUR met with bargain-hunting after a better day in the foreign exchanges for the ringgit. The composite index gained 7.85 or 1.6 per cent at 905.64.

Blue chips led the rally with Telekom gaining 30 cents to M\$7.60 to account for nearly 30 per cent of upturn for the benchmark index.

SEOUL was overshadowed by worries about the yen and the impact that the weak Japanese currency is having on South Korea's export competitiveness.

Samsung Electronics tumbled 4.8 per cent to

Won48,000 and POSCO lost 2.3 per cent to Won46,800.

The Kospi index retreated 6.66 or 1.9 per cent to 339.22.

TAIWAN retreated as the Taiwan dollar fell to an 11-year low in early trading. The weighted index ended 135.64 or 1.8 per cent lower at 7,455.63.

Investors failed to respond to a government package of stimulus measures, including easing of margin trading restrictions and accelerating approvals of international and local investment funds.

The Securities and Futures Commission is to recommend that the sale of state shares, part of Taiwan's liberalisation programme, be halted. ASE, the integrated circuits maker, fell T\$4.50 to T\$97.

BANGKOK closed 1.3 per cent lower as concerns over the economic health of the region weighed on sentiment and the composite index fell 4.12 to 308.25.

The building and furnishing sector fell 6.3 per cent and the machinery and equipment sector lost 5.5 per cent. The banking index lost 3 per cent with Thai Farmers Bank down B12 to B47.

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FINANCIAL TIMES
REVIEW OF THE
TELECOMMUNICATIONS
INDUSTRY

Wednesday June 10 1998

Data transmission rather than voice calls will dominate the global telecoms network within the first few years of the new millennium, thanks to new communications links and the convergence of telecoms and computers. Alan Cane reports

Operators race to surf 'data wave'

A combination of optical and digital technology is forcing the pace in global communications. To put this in perspective, North America's entire long-distance telecommunications traffic can now be carried on a single pair of optical fibres, each about the thickness of a human hair.

And earlier this year, the first laser light beams carrying commercial data were pumped into the southern arm of Gemini, an advanced undersea telecoms cable linking London and New York.

When the northern arm is completed in October, Gemini, owned by WorldCom of the US and Cable & Wireless of the UK, will provide several times more transmission capacity than all the existing transatlantic cables combined.

Gemini is, however, only one of a number of fibre optic cables planned or under construction which will vastly multiply the world's available sub-sea transmission capacity. Project Oxygen, for example, due for completion in 2001, will provide 2m equivalent telephone circuits at a data rate of 160bn bits of information a second. It will connect every continent except Antarctica, nearly doubling the number of kilometres of fibre under the oceans.

Project Oxygen is described as a "super internet", which hints at the reason for the profusion of new cables now snaking across the sea bed. They are early indicators of the approach of the "data wave" which will see data transmission rather than voice calls dominate the global telecoms network within the first few years of the new millennium. Data services - the Internet, on-line information and bulk data - are currently growing at about 25 per cent a year.

According to some estimates, the market for data in Europe alone could be worth more than \$30bn a year by 2001, or about the same size as today's cellular phone market. US consultancy Forrester Research estimates that Internet-related service revenues in the US are likely to grow from \$7bn in 1997 to \$32.7bn in 2002.

Telecoms networks tuned to voice conversations, however, are not well suited to

data transmission. Telecoms operators are therefore investing heavily in new networking technologies.

The first commercial applications of a transmission technology called ATM (Asynchronous Transfer Mode) are being implemented, for example. ATM offers a compromise between the voice-friendly attributes of the public switched telephone network and data-friendly systems such as the Internet. It is generally thought to be the technology of choice for the information superhighway.

Some idea of the principal operators' commitment to data technologies can be gauged from British Telecommunications' plans, announced last month, to invest \$200m over the next four years on new data transmission technology.

BT committed \$300m to ATM switches in February this year; the new investment will be split between ATM infrastructure and Synchronous Digital Hierarchy (SDH or Sonet) transmission equipment. SDH is a communications standard geared to the simultaneous transmission of voice, data and video.

The new, upstart, telecoms operators such as Qwest, WorldCom and Level 3, all US companies, and the European-based operators Colt and Esprit, are also spending heavily on advanced infrastructure - and they do not have the obsolete systems of their older rivals to maintain or pension off.

The data wave is not limited to land and sea. Last month, Teledesic, a US satellite venture, and the US manufacturer Motorola

agreed to collaborate in the construction of a multi-million-dollar "Internet in the sky" - a network of about 200 orbiting satellites beaming information to subscribers' personal computers. Services are expected to start in 2003.

According to investment bank Morgan Stanley Dean Witter: "The industry is moving from the economics of scarcity to the economics of abundance. Just as in the computer industry 10 years ago, increased commoditisation is lowering the barriers to entry, rendering old notions of 'natural monopoly' obsolete... the flip side of this evolution is that a fibre optic-cabled and digitally-encoded network provides massive potential for new, value-added, content-rich services."

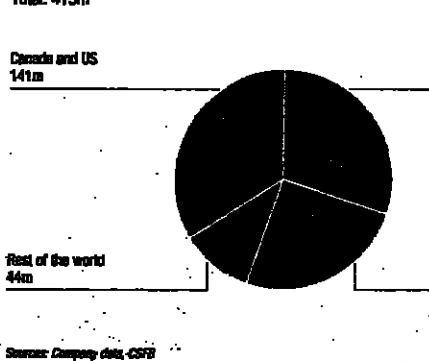
This convergence of telecoms and computers is becoming the most important of the technological developments which, together with liberalisation and globalisation, are reshaping the communications business.

Huw Hampson-Jones, newly appointed head of Siemens-Nixdorf's worldwide telecoms division, says communications networks will be delivering voice, data and video to the desktop - essentially to the personal computer - before 2005.

He believes there will be strong demand for the systems integration experience of companies such as Siemens-Nixdorf, EDS and IBM of the US and Cap Gemini and Sema Group as telecoms operators attempt to overlay computer intelligence on their networks to

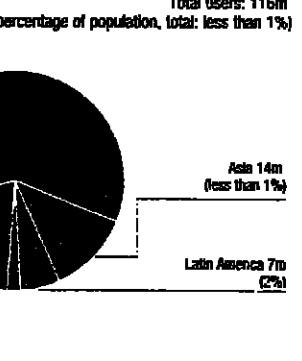


Estimated paying Internet subscribers for 2005



Source: Company data, CSE

Internet penetration by region



Improved services for customers:

"To do so while facing intense competition is impossible without an effective billing and customer care system," it says.

The Internet itself can have a role in billing, however. Analysis points to a recent alliance between Cisco systems, a leading vendor of Internet data switches and a Danish software house, Belle Systems. "The alliance aims to develop an Internet management system able to bill by usage, time, bandwidth allocation, distance, application and quality of service."

Other, similar, alliances include Hewlett-Packard and Portal Information Network, LHS Communications Systems and Microsoft and GRIC Communications with Cisco.

The aim of these developments is to move away from the flat-rate charging structure which applies to most Internet tariffs today, towards more sophisticated ways of charging for different services and, critically, different content.

The demand for content is likely to lead to large-scale mergers between computer, media and telecoms companies. Don Cruickshank, the former UK telecoms watchdog, has already warned of the dangers of the emergence of new kinds of communications groups which are not catered for by existing regulations.

New rules, he said, were essential if consumers were to be properly protected. Few areas of the telecoms business will be unaffected by the arrival of the data wave.

handle the data wave.

His views are underlined by Werner Knetisch, the Arthur D. Little consultant who last year warned telecoms operators that they risked losing control of their customers to computing groups such as Microsoft and Netscape.

Mr Knetisch believes now that the operators have responded to the threat. He says they are taking the

Internet seriously, pointing to the example of Deutsche Telekom which two years ago denied the importance of the Internet but has now launched a trial of Internet telephony in Germany among 1.5m customers.

Mr Knetisch says that operators must realise that their customers want solutions to their communications problems rather than simple capacity. Systems integra-

tors and software companies will intervene if operators cannot deliver pre-packaged solutions.

To quote the title of an address he gave this year: "Business on-line is about business, not on-line."

Transmission infrastructure is the hardware element of the data wave. Billing systems and customer care systems are the software component. These complex

pieces of computer programming are critical to the success of a modern telephone company.

Analysis, the Cambridge, UK-based consultancy, points out that with full and unfettered competition a legal if not practical fact in most areas of the world, network operators and service providers have to deliver both the financial returns promised to investors with



New technologies

A look at some key technical developments including terrestrial trunked radio (Tetra), cellular data, satellite systems and fixed wire access

Pages 3 & 4



Telecoms in Europe

FT writers report on regional issues including regulation in the UK and developments in Germany, France, Italy and eastern Europe

Pages 5-8



Industry issues

The industry's hot topics including fixed mobile, convergence, mergers and acquisitions, fraud and theft, and the millennium bomb

Pages 9 & 10

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VIEWPOINT • By Alan Cane

Trust and credibility
The case for an electronic code of trading standards is becoming overwhelming

Electronic commerce conducted by the primitive trading methods which now obtain on the Internet is an easy target for fraud and deception.

There is no adequate way of testing the probity of an electronic retailer: no reliable guarantee of the quality of goods or services offered before delivery. The ubiquitous nature of the Internet and the huge number of subscribers means that a simple scam can produce large profits for its perpetrators in a remarkably short time.

In one example, fraudsters used free pornography as a bait to tempt subscribers to their website, routing subsequent calls at premium international rates via a switch in Moldova. In the three months before telecom operators, besieged by subscribers angered by substantial unexplained international call charges, closed them down, they amassed \$10m. The victims, it could be argued, had only themselves to blame by accepting "free" goods from a website without track record or reputation. But the most respectable companies can be party to dubious electronic trading.

Last year, admittedly for brief periods, UK operators including British Telecommunications and Cable and Wireless were involved with a sex-line company which

exploited "short-termination" - international calls apparently passing through the UK en route to a call centre in Sierra Leone were in fact redirected to a London address. Callers, however, paid the full international call charge.

The fact is that the operators of many websites will be unfamiliar to most Internet subscribers. There is, as yet, neither regulatory body nor moderating institution that subscribers can turn to for redress in case of fraud, deception or merely dissatisfaction. Which is why the issue of trust and credibility in electronic commerce is now the subject of intense discussion among technologists, academics, and industrialists.

Roger Wallis, director of the multimedia research group at London's City University Business School, has put forward the concept of *credibility capital* - by analogy with intellectual capital - to describe a company's relationship with its customers and trading partners. "We argue," he writes, "that credibility capital should assume at least the same degree of importance as intellectual capital." He points out that it is a complex concept; a combination of reputation, brand image, the ability to offer satisfactory guarantees against fraud and other less tangible factors.

Most companies build their reputation and the reputation of their brands over a long period. It is revealing that AT&T, the largest and oldest US long-distance carrier, has a reputation for quality which extends far beyond its own customers.

A recent survey carried out by the consultancy Cob-Renaissance noted that although respondents consistently rated AT&T as the best, more than 90 per cent of those who voted for the US company were not AT&T customers. About a third of MCI's customers, for example, felt that AT&T was the better carrier. It seems that, over the years, AT&T has managed to project an image of quality service that others accept without experiencing it at first hand.

Electronic commerce, however, is developing at such a rate that these ways of establishing trust and credibility cannot keep pace. We are after all, entering a world where customers are likely to shop using mobile phones to inspect goods and place orders from anywhere in the world.

The Internet remains stubbornly self-regulating and resistant to controls imposed from elsewhere. A system of self-certification of the kind set up by travel agents and tour operators with a distinctive logo and perhaps a central fund to compensate customers if a retailer defaults is one possibility, although it is easy to see how determined fraudsters could fake or evade membership of such a system.

The problem is similar to that of entrusting encryption keys to electronic trading messages with a third party. The honest will obey the rules; the dishonest will not. The case for the emergence of an electronic code of trading standards is becoming overwhelming.

ON THE LINE: Mike Grabiner, chief executive of Energis • By Joia Shillingford

Lighting up the dark fibre

A licence for the next generation of mobile is just one of the routes which the Energis chief is considering for boosting access to his network

Mike Grabiner's mission is to keep the network of Energis, the UK telecoms group floated by National Grid, humming with traffic. That is why he is bidding for a next-generation mobile licence, with a little help from investment bankers N. M. Rothschild.

The attraction of next-generation mobile is that it would enable companies to connect to Energis without needing a dedicated local link. This would mean many more customers for its high-speed fibre-optic network.

Business customers, Energis's main focus, could also use next-generation mobile, known as Universal Mobile Telephony Services (UMTS), to connect to Energis while on the move. They could use it either for data - it offers far higher data transmission speeds than current mobile networks - or for voice. A foot in both the fixed-line and the mobile camps would also make it easy to package services together.

Mr Grabiner says: "No-one really knows how the telecoms industry will restructure, but customers will want to buy telephone services from one place."

Integration of fixed and mobile telephony would also enable all sorts of new services to be created. For example, both fixed and mobile phones could be seen as extension numbers off the company switchboard. And

the system could work out where the user was and route calls to the nearest fixed or mobile phone.

However, Mr Grabiner is not really interested in offering mobile telephony to consumers and may well partner with another company to bid for the UMTS licence. One possibility is UK cellular operator Vodafone, which already has a link with Energis and an interest in fixed-mobile integration.

Under an agreement reached last November, Vodafone can resell Energis fixed-line services to companies which want to buy a complete telephony service. Mr Grabiner will not say how much he is prepared to pay for a UMTS licence but he adds: "I would need assurances that there was going to be a level playing field, so that BT would not be able to assume too dominant a position if it bought the rest of Callnet [a rival to Vodafone]."

The auction for UMTS licences has been delayed from this year to next, according to Mr Grabiner. And it is not yet clear who will be allowed to bid. When the Personal Communications Network licences were up for grabs, the existing mobile companies Vodafone and Cellnet were not allowed to bid.

But a possible mobile licence is only one route Mr Grabiner is considering for increasing access to his network. He is already part of a



Mike Grabiner: 'No-one really knows how the telecoms industry will restructure'

joint venture company, MetroHolding, with France Telecom and Deutsche Telekom, that is building fibre-optic metropolitan area networks in key UK cities such as London, Manchester and Birmingham.

He is also very interested in Nortel and Norweb's Powerline technology, which enables data services, such as Internet access, to be brought into buildings over standard electricity cables. This seems appropriate because Energis's own network is wrapped around the National Grid's pylon earthwires.

For a man who has a first degree in economics from Cambridge, Mr Grabiner takes a great interest in technology. Only last month, the company announced a new service which makes it easy for a company to link its computers to each other (eg in intranets) or to the Internet without having to install special networking equipment. "This will speed up the time a business takes to deploy a network," says Mr Grabiner.

Meanwhile Energis is a big operator in providing capacity to Internet service providers, carrying about half the UK's Internet traffic.

Mr Grabiner also has some lower-tech approaches to filling Energis's dark fibre, the part of its fibre-optic network which is not yet switched on. He says: "In the US, telecoms wholesaling - selling spare capacity to other telecoms operators (telcos) is popular. It is less widespread in Europe, but

the market will grow." He says that Energis's dark fibre is about 25 per cent full. "We switch it on by adding various networking equipment as and when it is needed."

Mr Grabiner seems like a man in a hurry to fill more of the network, despite a set of good results at the end of May. The company, floated last December for £846m, reported a 73 per cent rise in turnover to £167.5m for the year ending March 31. It delivered £16.1m in earnings before interest, tax, amortisation and depreciation compared with a loss of £14.3m the year before. Its revenue from higher margin, advanced services, such as Asynchronous Transfer Mode, grew faster at 82 per cent, reflecting the capabilities for which the Energis network was designed.

Customer accounts gained or substantially expanded during the year included Lunn Poly, Post Office, Greenalls, the BBC, Boots, Mirror Group Newspapers and Eurostar.

At present, Energis has technological leadership. It is the only UK national fibre-optic network using SDH - Synchronous Digital Hierarchy switching technology. Fibre makes its network fast for large quantities of data; SDH makes it resilient.

Breakthroughs in fibre-optic technology mean that it is relatively cheap for any company with a fibre-optic network to increase capacity by 8, 16 or even 80 times. This is likely to make such companies acquisition tar-

gets - or to interest them in expanding into the local loop in metropolitan areas.

Mr Grabiner says Energis is looking at a number of UK cities and weighing up whether to add more cable or acquire a company with a metropolitan area network. In London, Energis shares some capacity with Colt, which has a London fibre network, as well as having some capacity of its own.

Before joining Energis in 1996, Mr Grabiner worked for BT and before that for the Post Office. When it split in two, he continued with the BT half. He did well under Ian Vallance, BT's chairman, getting some high profile appointments. These included finance and marketing posts, as well as responsibility for managing the Sovereign Project to restructure BT. While at BT, he found time to do an additional degree - at the London Business School.

Mr Grabiner says that when doing a stint as director of BT Europe, he gained a taste for competing against established operators. So, when he was offered the job at Energis, he was attracted by playing David to BT's Goliath. Now he sees Cable & Wireless and BT as his main competitors and almost certainly plans to turn Energis into a Goliath itself.

Energis currently has just over 2 per cent of the UK telecoms market and Mr Grabiner clearly has no intention of letting it stay there for long. He probably even dreams of how to fill that dark fibre.

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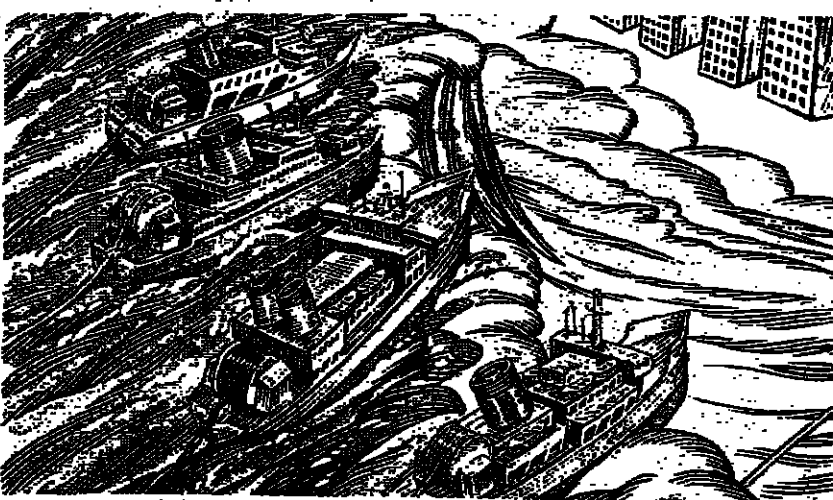
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tetra likely

generation of
res will offer
on the move

TERRESTRIAL TUNKED RADIO SYSTEM • By George Black

Tetra likely to complement GSM

Industry experts believe there is room for the two standards to serve different markets

Tetra, the Terrestrial Trunked Radio system, looks likely to complement GSM the Global System for Mobile Communications, more than to compete with it. Experts believe that Tetra will suit professional users who have high demands for security, speed and reliability, while GSM will dominate in the mass market.

"There may be some competition between them for routine, one-to-one mobile calls, but broadly they will be different markets," says Duncan Swan, a senior consultant with UK Telecom consultancy Mast Communications.

GSM Phase 2+ is presently stalled, but even when the new standard is promulgated it will not provide the same range of features as Tetra, according to Mr Swan.

John Drake, group managing director of Cambridge-based equipment manufacturer Simoco, says: "Tetra is much more like data com-

munications service than a telephone service. It is the need to send more data which will drive people to Tetra."

The experts say that Tetra has several big advantages over GSM for professional users, including fast call set-up, a data rate of 28.8 kbps against GSM's 9.6 kbps and the ability to communicate messages to multiple points. GSM may offer cheaper systems, but it cannot do what Tetra does, which is to support calls on which lives depend.

Tapio Helkila, vice-president of the mobile radio business for Nokia, one of the leading manufacturers, says Tetra will also be able to prioritise calls and to connect handsets directly without going through a base station. Tetra should also have big advantages over the analog radio systems which it will mainly replace, including better sound quality in difficult environments and a more economical use of the radio spectrum.

To send data, analog radio uses a lot of spectrum, which is a scarce resource in most industrialised countries. The move to digital will release spectrum for new applications. Also, dig-



Duncan Swan: "There may be some competition but broadly they will be different markets"

ital mobile radio systems will be more easily maintained than the old analog systems, because most of the work can be done remotely without human intervention.

Tetra and GSM are both standards set by the European Telecommunications Standards Institute (ETSI). Tetra looks as if it could emulate GSM in spreading beyond Europe to become a world standard, although there are doubts about its acceptance in the US and Japan, where strong domestic manufacturers support other standards.

Since 1994, Tetra has been

Tetra service facilities
Compared with other technologies

	Tetra	GSM	Analog
Fast call setup	Yes	No	No
Handover	Yes	Yes	No
Voice channels/TDD ratio	10	4	1
Data rate (kbps)	28.8	9.6	4.8
Voice services	Yes	Yes	No
Short message service	Yes	Yes	No
Direct mode data	Yes	Yes	No
Packet data	Yes	No	No
Point-to-point	Yes	Yes	Yes
Point-to-multipoint	Yes	No	No
Push services	Yes	No	No
PSMP/PAK gateway	Yes	Yes	No
Call handover	Yes	Yes	No
Telephone features	Yes	Yes	No

promoted by a worldwide group of users, manufacturers and other interested parties known as the Tetra Memorandum of Understanding (MoU). Trials have been taking place throughout Europe for a couple of years and the first contracts are now being awarded.

The UK and the Scandinavian countries are furthest ahead. The UK's first Tetra system, employed by the West Midlands Ambulance Service, went live a few months ago. And last October, the British government announced that it would move the country's emer-

gency services onto a Tetra network. It has awarded the planning phase to the Quadrant consortium, consisting of BT, Nokia, Motorola and TRW.

That phase is scheduled to be completed in July, after which the chief constables of the UK's police forces have to decide if they want to go ahead with the Private Finance Initiative scheme, which is planned to be the largest Tetra venture so far. A pilot project in Lancashire encompassing police, fire and ambulance services has been outlined. At present there is no other bidder for the contract.

The first large-scale commercial Tetra network is being built in the UK by Dolphin, formerly known as Tetralink, part of a group controlled by Telesystem of Canada. It is to be rolled out in 1999 in urban areas as a public access mobile radio service aimed at closed user groups such as vehicle fleets, sales forces and construction sites. The network is expected to cover 90 per cent of the population by the end of next year. Ted Beddoes, Dolphin's chief executive, says there is a potential UK market of 2.7m users. He hopes to move 80,000 analog users

across from existing analog radio systems.

Mr Beddoes says there are many people who use GSM mobile phones when they are out of range for their analog mobile radios; these people will be able to do without GSM when digital mobile radio is available.

The loss of business to the GSM networks from this type of migration could be relatively small, but it would be an important gain for Tetra operators. Professional users could also switch from GSM to Tetra because they find that access to their company intranet is quicker and more reliable through Tetra.

Other European countries are not far behind the UK. Last year, the Finnish government started to build a national Tetra network. One of the most important trials is being conducted by Tele Danmark in Copenhagen. Dutch and Belgian safety authorities are expected to begin construction of Tetra networks in the next few months.

Similar schemes are due to be launched in most other European countries and interest in Tetra is now also being shown outside Europe. Trials are being conducted in Australia and New Zealand.



Tetra base station: The first large-scale commercial Tetra network is being built in the UK by Dolphin, formerly known as Tetralink

CELLULAR DATA • By Geoff Naim

New generation of services will offer data on the move

Operators must decide whether to invest now in network upgrades or wait a few years and invest in "third generation" cellular technology

The cellular telephone is one of the telecommunications industry's great success stories. But growth in the mobile voice market is slowing in countries where penetration is already high and so cellular operators are looking to stimulate fresh growth with a new generation of data services that can be accessed on the move.

Data is today a small part of the traffic on cellular networks. UK consultancy Ovum estimates there are 5.5m data users in western Europe - about 4 per cent of the cellular market - and perhaps 10m worldwide. Nevertheless, data services are likely to play an increasingly important role in the development of cellular networks as more sophisticated data technologies become available.

Current cellular technology limits data speeds to 9,600 bits a second - adequate for reading e-mail or transmitting short files but not for surfing the Internet, for example. "Web browsing with a cellular connection does work but the quality is so low that most people are not interested," says Euro Vallstrom, vice-president for new radio systems at Finnish telephone supplier Nokia. Graphics-based web pages are particularly slow to download, and typically the graphics must be turned off to obtain acceptable performance. An alternative approach is to reformat web pages so that they can be easily viewed on a cellular phone's small display.

US software house Unwired Planet has developed "microbrowser" programs to do this and is talking to various European cellular operators and handset manufacturers to promote the technology more widely. A more basic method of transmitting data over cellular networks is using the Short Message Service (SMS), which, as its name suggests, allows mobile phone users to send and receive short text messages of up to 160 characters. Using this feature, e-mail can be read on the small screen of a mobile phone if no computer is to hand.

CGG, the European IT services group, has supplied the technology to more than 30 mobile operators throughout Europe and claims that despite its obvious limitations, SMS provides an ideal "platform" for supporting value-added data services, such as transmitting share price information, football results or bank balances.

International Data Corporation recently conducted a survey on mobile phone users in the UK, Germany and the Netherlands. The survey, commissioned by CGG, shows 29 per cent of respondents currently use their mobile phone to send and receive e-mail. IDC pre-

dicts this figure will grow to 79 per cent by 2000.

For accessing the Internet, the drawbacks of cellular networks are more apparent although a surprising 12 per cent of respondents already access the web this way and IDC predicts this will grow to 64 per cent in 2000.

"We do see a lot of mobile users who are quite prepared to use the Internet at low speed for gathering information," says Mike Crawshaw, data services manager with UK cellular operator Orange. Many organisations would like to open their corporate intranets to their growing armies of mobile workers. In the US, one third of the workforce is already mobile, and Yankee Group, a research firm, estimates 83 per cent of large US corporations will be providing field service and sales personnel with wireless intranet access by 2000.

However, today's cellular networks were designed for voice traffic and must be modified to support greater data traffic. The Internet and intranets pose particular challenges because they are "packet-switched" networks designed to handle "bursts" of data. Cellular networks, by contrast, are "circuit-switched" systems designed to handle low-speed, short-duration voice traffic. The two are radically different.

One solution, called General Packet Radio Service (GPRS), seeks to overcome the barriers between the two worlds by connecting each cellular base station directly into the Internet, thus bypassing the switching systems used to connect voice cellular traffic into the traditional phone network.

"GPRS is optimised for bursty Internet traffic," says Mr Vallstrom, who predicts the first GPRS systems could be marketed commercially in 1999 or 2000. GPRS requires the cellular operators to upgrade their base stations and users to buy new terminals that support the new standard.

High Speed Circuit Switched Data (HSCSD) is another technology designed to boost the data capabilities of today's cellular networks to 56 kilobits a second from the current 9.6 kbps. According to Mr Vallstrom, HSCSD is close to commercialisation but it also requires both operators and users to upgrade their equipment.

Network operators face a difficult decision: do they invest now in network upgrades to support a still small market for higher-speed data services, or do they wait a few years and invest in new "third generation" cellular technology, predicted to arrive in Japan in 2001 and in Europe a year later. Few operators can afford to adopt both strategies because "the third generation" systems are going to need massive investment," says Alex Nourouzi, Ovum senior consultant.



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COMPANY PROFILE Swiftcall

KDD establishes a European foothold

KDD Europe (the UK-based wholly owned subsidiary of Kokusai Denzha Denwa, the Japanese international telecommunications supplier) has acquired Swiftcall, a re-seller of international telephone calls to the UK and Irish domestic and small business markets.

Swiftcall's principal delivery mechanism in the UK and Ireland is pre-paid cards. From this month, KDD Europe will offer post-paid services direct to domestic and corporate customers in the UK under the KDD Call 127 and KDD Call Direct brand names, complementing the Swiftcall offer.

According to Yas Matsuda, general manager of KDD Europe and one of the newly-appointed directors of Swiftcall, the acquisition (completed on May 21) provides KDD with an entry to the budget UK market through a recognised brand. On its side, Swiftcall had made no secret of the fact that it was seeking partners for expansion into Europe.

The company also had liabilities which KDD has assumed, and had experienced some technical problems over the past two years. Mr Matsuda says: "Swiftcall was seeking financial stability and technical expertise. KDD needed a marketing vehicle. Both sides are satisfied in this deal." The purchase price for Swiftcall was not disclosed.

KDD is currently seeking licences to operate in France and Germany where it has already built networks. Swiftcall is also poised for a move into Europe. Over the past months Swiftcall had sent pathfinders to research several European countries and, says Mr Matsuda, the two companies will now leverage KDD's network and duplicate their marketing strategies in France and Germany.

Swiftcall was established by Irish entrepreneur Tom McCabe in March 1993. Just prior to de-regulation in the UK, and was the first company to break the BT-Mercury (now Cable & Wireless) duopoly of telephone provision in the UK.

The business proposition remains a simple one: Swiftcall bulk-buys switched minutes and leased lines from the network providers such as KDD, BT, Frontier, and MCI, and sells the capacity on to its customers (personal callers and small businesses) at very competitive rates. For the

time being, this strategy will continue, although Mr Matsuda says Swiftcall's service will gradually be migrated onto the KDD Europe network.

Selling to the domestic and residential market means the majority of calls made via Swiftcall are off-peak, and Swiftcall's own operations are designed to keep overheads to a minimum. The result is a business turning over £27m in 1997-98 with call rates to the US (the top calling destination) about 10p a minute.

Swiftcall is not the cheapest supplier of international calls. Mr Andrew Fray, group managing director of Swiftcall until the recent change of ownership, says that the company will not sell below cost, as he claims some competitors are doing in an effort to build market share in a very competitive arena. The reseller market is difficult to audit, but it seems likely it controls about 10 per cent of the total UK market of £1bn with two or three suppliers taking the lion's share, but with about 20 others trying to build volumes, according to Raj Rajgopal, vice-president, telecoms at Gemini Consulting.

"This is a rapid, low-cost market to enter but it is very much a niche market where you have to stay nimble to survive," he says. "It is not a market for lumbering giants." Mr Rajgopal believes that network over-capacity has made it easy for resellers to deliver a double blow to the traditional suppliers, by creaming off the most profitable parts of their business and forcing them to reduce costs.

To gain access to the international network at Swiftcall's rates, customers dial the Swiftcall number and key in a personal identification number (PIN) from a scratch-off panel on their pre-paid card.

Alternatively, an account can be set up which charges calls to a credit card - in this case, the customer also enters a PIN before dialling the number required. These arrangements provide Swiftcall with a predominantly cash business, with all the associated cash flow and credit control benefits.

Most of Swiftcall's 200 employees are at the Dublin call-centre, registering and managing accounts and providing customer service. As well as its own organisational

costs, Swiftcall must meet the costs of interconnection to the networks. An additional 20p charge levied by BT for connections from its payphones is met by the customer.

Mr Fray says Swiftcall's users come from all socio-economic groups in the UK. Some 20 per cent of the customer base is earning less than £10,000 a year, and another 20 per cent more than £35,000 a year. Swiftcall advertises in the quality broadsheets, but gains 65 per cent of all new business from word-of-mouth referrals.

"Anyone who has friends or family in other countries might be a customer," he says, adding that ethnic communities are particularly well represented and have demonstrated a willingness to accept new brands. After the US, Australia and India are the most-called destinations, while calls to France and Germany have doubled over the past 18 months. Traffic from Ireland, where Swiftcall extended its operations about 18 months ago, is also up.

"Pundits said pre-paid calling would never take off," says Mr Fray. "In fact, this form of service has proved very attractive to anyone on a low budget, or with a mobile lifestyle, because it offers control over expenditure." KDD Call 127 will be marketed primarily to the UK-based Japanese community.

Swiftcall wants to provide a broader portfolio of voice services, and of value-added services, in the future. Caller Line Identification (CLI) will enable Swiftcall to offer more payment options such as direct debiting. The company has considered smart-card technologies and is watching e-cash trials such as Mondex and Visa Cash, but currently sees no point of entry for those technologies in its business.

Swiftcall plans to introduce an Internet telephony service "once capacity and routing issues are resolved", probably within the next year. Swiftcall's Global Card already makes it possible for customers to access Swiftcall from 40 countries via a free-phone number. Swiftcall also wants to exploit the market for pre-payment of mobile phone services by badging the service of an existing supplier.

Anne Queree

SATELLITE TECHNOLOGY • By Geoff Naim

Era of rapid expansion dawns

A new generation of advanced satellite systems will enable operators to offer a vast range of applications

After years in the wilderness, satellite telecommunications is poised to enter an era of rapid expansion, bringing mobile communications to globetrotters, basic telephony to the developing world and broadband data to corporate users.

Telecoms satellites were until recently considered by many to be white elephants in the sky. Costly to launch and with limited bandwidth, they were no match for the newer optical fibre networks that now ring the world.

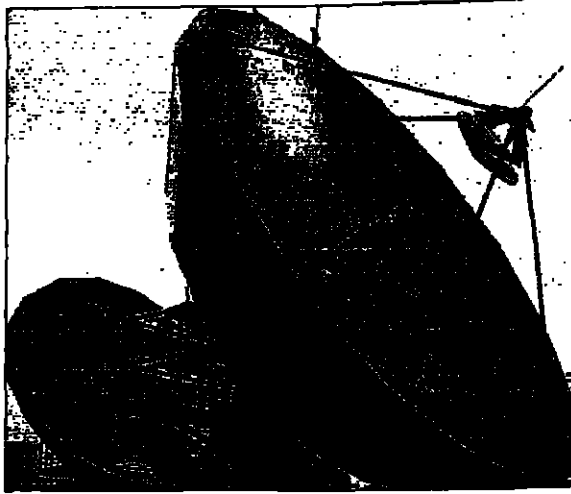
Facing obsolescence, the satellite communications industry has therefore had to seek out new applications that do not compete with terrestrial networks. And it has had much success with technologies such as Global Positioning System (GPS), used to track truck fleets, and Very Small Aperture Terminal (Vsat) satellite systems that allow businesses to beam data to multiple sales offices.

But these applications seem quite modest when compared with the new generation of advanced satellite systems currently being developed. A plethora of operators has registered to offer services over the next five years that go beyond the traditional uses of providing fixed circuits and television broadcasts and tap the growing market for international data and mobile telephone services.

Plans for more than 60 schemes have been filed, ranging from systems to expand the reach of today's cellular phone networks, to costly Internet-in-the-sky concepts such as Teledesic the \$8bn project conceived by telecoms pioneer Craig McCaw and backed by Bill Gates, Microsoft chairman, and the Boeing aircraft company.

"I do not think we will see that many actually launched and today it's quite hard to pick winners," says Julian Chu, senior consultant with Gemini Consulting.

Teledesic is the most



BT Global Satellite Services utilise antennas at London Teleport

famous, thanks to its high-profile backers such as Bill Gates and, most recently, Saudi billionaire Prince Alwaleed. Teledesic hopes to bring broadband data services to areas of the world where optical fibre cannot reach with a "constellation" of 288 small satellites that will be placed in low earth orbit (LEO) by 2002.

The Teledesic project is hugely ambitious - unrealistically so to its critics - but several milestones have already been passed. It cleared its final regulatory hurdle in 1997 and launched a test satellite in February.

Nevertheless, the first operational satellites will not fly until 2001 and, as well as the technical challenges inherent in the system's design, Teledesic faces competition from at least 12 other broadband systems, many of which have not got beyond the drawing board, while others are closer to deployment.

US satellite company Loral Space and Communications is one of those closer to deployment and plans to start selling its CyberStar service to support high-bandwidth intranets, extranets and virtual private networks at the end of this year.

"CyberStar is ideal for companies with multiple, remote international locations, or with a large mobile workforce, or with a need to routinely deliver large data files to numerous locations simultaneously," says Ronald Maehl, president of CyberStar.

Unlike Teledesic, CyberStar has taken an evolutionary approach and plans to use three existing satellites in geostationary orbit posi-

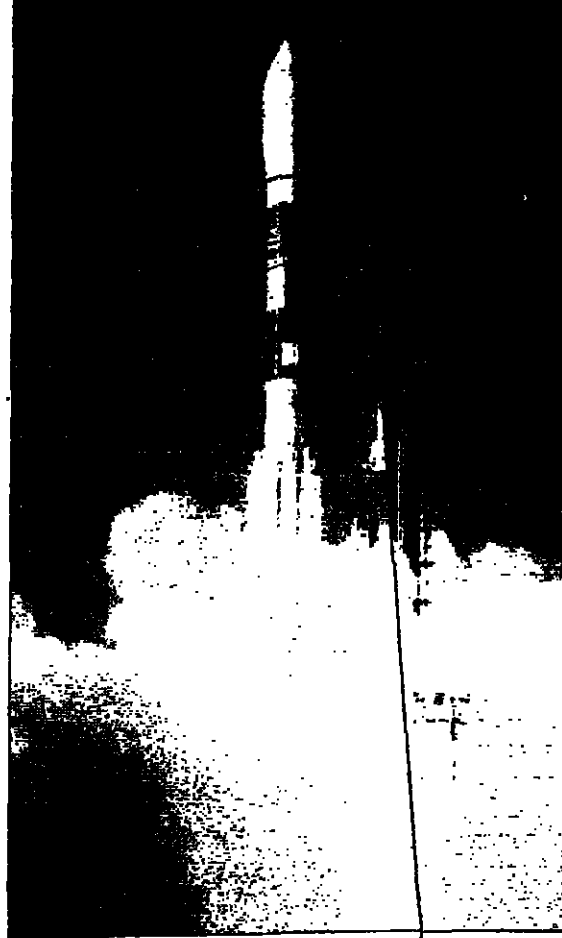
tioned over the Americas, Europe and Asia. In April, CyberStar signed a deal with computer manufacturer Hewlett-Packard to include a satellite receiver card in HP's high-end servers, allowing companies to deliver the CyberStar service to desktop PCs via a corporate network.

By 2010, US consultancy Pioneer Consulting predicts broadband satellite systems could have more than 38m subscribers and generate more than \$77bn in annual revenues.

Scott Clavenna, senior analyst at Pioneer, believes the new generation of broadband satellite services are ideal for offering high-speed Internet access, particularly for corporate customers, because they eliminate the bottlenecks associated with the "last mile" of today's terrestrial networks. However, there are emerging terrestrial technologies that also address this "last mile" problem and Mr Clavenna cautions that broadband satellite operators who focus purely on Internet access are playing a risky game.

"A broadband satellite system planned today will not be fully operational until 2002-2005. Considering the meteoric rise of the Internet, it is nearly impossible to say what the telecommunications market will look like in 2005, making judgments on how to design systems difficult," he says.

The broadband satellite project has attracted much attention but the satellite systems closest to realisation are those that aim to offer mobile voice and narrow-band data services in regions where cellular networks do not reach.



An Iridium satellite constellation was completed last month; the company plans to offer a 'global roaming' facility from September

Iridium, backed by Motorola, is the best known and its constellation of 67 LEO satellites was completed last month.

It plans to start commercial operations in September offering a "global roaming" facility that will allow users to travel with a handset that can automatically switch between the Iridium system and conventional cellular networks.

The Ecco project of US company Constellation Communications (CCI) is taking a more leisurely timetable - it will not start operations until late 2001 - and it will initially focus on 75 countries in an equatorial band around the globe.

Jerry Waylan, president and chief executive officer, believes there are 50m-100m potential customers in this equatorial band, with Brazil and Indonesia being the largest markets.

"We cover a lot of the right countries. These people have the ability to pay but cannot get telephony services today because they do

not live in urban areas," he says.

The Ecco project involves launching 12 LEO satellites for a cost of \$5m. "It's peanuts compared with the budgets of some of the other schemes," he says.

Last month CCI signed the US-based Orbital Sciences Corporation, which makes the Taurus rockets to manufacture and launch the satellites. Ecco may expand to cover the entire globe by 2003 for a cost of \$2bn, but Mr Waylan emphasises that the project is mainly focused on the equatorial band.

A veteran of the space industry, he contrasts the low-risk approach CCI is taking - its satellites are relatively low-tech with its heavy investment and complex satellite design required by competing systems.

"It's important not to be technology-driven and there is one thing I have learned during 30 years in this business: it is to keep things simple."

FIXED-WIRELESS ACCESS • By Joia Shillingford

How to sidestep the local loop

The technology is gaining ground despite problems with the first UK network roll-out

For companies such as Aberdeen, UK-based Atlantic Telecom, fixed-wireless access is the key to bypassing the local loop. But not every telecoms company which implements it succeeds. Is this due to technological or marketing problems? Or simply customer resistance?

The first attempt - Ionica's - at providing a fixed-wireless access network in the UK had problems to begin with, partly because Ionica was helping to test untried technology, which it had helped to develop.

But industry analysts say the real problem was not so much the technology (now stable), but an over-ambitious roll-out plan, combined with a poorly designed network.

"Because Ionica planned to base on British Telecom from the very beginning," says one analyst, "they had to install a lot of base stations at once, which was expensive. In their rush to install, they seemed to put base stations wherever there was a suitable site, without thinking about how they could maximise coverage in more concentrated areas. This meant that although they had lots of base stations out there, some areas were thinly served."

The ambitious forecasts, which could not be met, disappointed investors and Ionica's share price plunged shortly after the company was floated.

However, Ionica's early problems do not mean that there is no market for fixed-wireless access (FWA), or for its services. The company, now under new management with Mike Biden from BT as chief executive, says its network covers 12 per cent of homes in the UK market. And the UK's second FWA operator, Atlantic Telecom, is also expanding.



Graham Duncan: 'Atlantic competes through clear concepts rather than complex discount schemes'

Mr Biden says there are three big markets for FWA technology: "First, incumbent telecoms operators (telcos) can use it to reach out inexpensively to remote areas. Telstra in Australia, Telecom Finland and Bell Canada are using it in this way."

"Second, new licensed operators such as ourselves and Atlantic Telecom can use it to bypass the fixed local loop network."

"Third, it can be used in emerging markets, such as the Third World, to provide telephone services quickly to areas which don't yet have phone lines."

Graham Duncan, chief executive of Atlantic Telecom, says: "The importance of bypassing the local loop technology is that new telcos can gain direct access to the customer." He believes that long-distance telephony has become a commodity market, with operators having to

compete on price. He says: "They are limited in terms of how they can bundle and promote their services because BT still bills the customer for local services and therefore has a relationship with them."

Similar reasons probably encouraged US long-distance operator AT&T to announce in February 1997 that it was seriously considering offering FWA. However, some AT&T staff and analysts believe that the company no longer intends to do so.

Ruthlyn Newell, a spokeswoman for the company, said it started testing FWA late last year but added: "We're not discussing the testing... not giving any predictions on when we might come to market."

Meanwhile, in the UK, Atlantic and Ionica are making the most of their customer connections and using innovative marketing and packaging of services to win

new customers. For example, both offer to install two phone lines for the price of one, offering cheaper line rental on the second line.

Both also offer some free value-added services. Atlantic provides free voicemail and Ionica can issue three different phone numbers and ring tones for a single line.

Atlantic, which is gradually rolling out its FWA services to Scottish cities, allows customers to phone anywhere in Scotland for the price of a local call. They can also phone London numbers at a local call rate.

Mr Duncan, a former accountant, is a committed marketer, conducting focus groups to find out what customers want. He says: "It is pointless to compete against BT on price alone because that means you don't set your own agenda. BT does. And when BT changes its prices, you have to too. Instead," he says, "Atlan-

tic competes through clear concepts (for example, two lines for one) rather than complex discount schemes."

Atlantic and Ionica say there is little customer resistance to using FWA technology. Mr Duncan says: "We thought this would be more of a problem than it has turned out to be. Some customers are concerned about how good the line quality will be till they try it at our shop in Glasgow."

Atlantic has had some discussions with the local council about the power of its base stations but Mr Duncan says that at 100 mWatts they are 6,000 times less powerful than a microwave oven. He believes Atlantic's technology is safe.

Radio technology is also available at other frequencies - such as 10 GHz and above for broadband high-capacity business-to-business links, 2 GHz and below for cellular networks (and for Nortel's Proximity C and T FWA systems), and 94.4 GHz for Nortel's Proximity 1 technology used by Ionica, Scottish Telecom, Telstra, Bell Canada and others. Atlantic Telecom uses technology from Israeli company Tadiran Telecommunications.

Mr Duncan says customers are interested in the service, not the technology. Atlantic currently offers services to residential and small-business customers in Glasgow. Next on the agenda is Aberdeen, then Greater Glasgow, Edinburgh and Dundee will follow. The company also offers services to customers outside its FWA areas in a small box that connects to the phone line, offering customers many of the same deals.

Ionica currently serves the TV regions of Anglia, Central and Yorkshire, including cities and rural areas. Mr Biden says there is plenty of room for growth: "The residential telephony market as a whole is growing at 10 per cent and the share of disposable income which UK households are spending on telephony is going up."



New mood of peace and co-operation

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EUROPEAN OVERVIEW • By Alan Cane

Hectic period for £140bn market

The drive to construct or acquire transmission infrastructure is accelerating, while the trend to strategic alliances has continued

It has been a hectic period for Europe's newly competitive, £140bn telecommunications market - but most of the operators have come through the first six months after market liberalisation comparatively unscathed.

As the investment bank Morgan Stanley Dean Witter put it: "Nobody has died. The lights are still flashing. The telephones are still ringing."

Even Deutsche Telekom - Europe's largest operator which faced a tougher regulatory regime than many had anticipated and immediate competition from the new fixed-line operator Mannesmann Arcor - managed to beat market expectations with a 6.1 per cent improvement in turnover and 9 per cent improvement in profits before tax for the first quarter of the year.

The trend to strategic alliances continued as companies sought to secure improved access to customers and additional traffic to

fill their networks. Deutsche Telekom and France Telecom, for example, formed an alliance with Energis, a publicly quoted UK telecoms operator in which the National Grid holds a majority stake, to create a "property company", Metroholdings. The plan is to build local networks in UK cities starting with London, Birmingham and Manchester. The networks will give the partners low-cost direct access to UK business customers. Energis will benefit from fees for building and managing the networks.

Telecom Italia and Cable and Wireless of the UK announced a partnership sealed by an exchange of assets. C&W sold its 20 per cent stake in Bonygus TSB-com, the French mobile operator, to Telecom Italia for some \$743m. The new partnership, which has proved controversial, with some Italians questioning the benefits to the national operator, means it is unlikely Telecom Italia will

proceed with a proposed alliance with AT&T of the US.

Telecoms entered into a loose alliance with WorldCom-MCI of the US. The Spanish operator, which had planned to join Concert, the British telecommunications-MCI joint venture, had been left in limbo after the collapse of BT's plans to merge with MCI.

It is expected that further consolidation will continue to reshape the industry.

The drive to construct or acquire transmission infrastructure is accelerating. David Dertle, chief executive of Erit, a European alternative carrier, says the growing demand in Europe for data transmission is causing a shortage of capacity. "I do not see a glut of transmission capacity for years," he said in announcing that Erit had bought Plienet, a subsidiary of Tiscali in Germany. Erit is constructing a pan-European broadband network using high-capacity, fault-tolerant Synchronous Digital Hierarchy (SDH) technology. The newer transmission technologies are providing alternative operators such as Erit, Energis and Colt with a substantial advantage over traditional operators

who, despite their size and customers numbers, are handicapped by large and inefficient networks.

According to the Boston Consulting Group: "Today's fibre optic backbone has up to ten times the capacity of systems deployed a few years ago. It requires less capital and has lower operating costs. As a result, Qwest and WorldCom, two of the newer networks, together have capacity equal to (the US long-distance operators) AT&T, MCI and Sprint combined, for one-tenth the aggregate investment."

The explosive demand for data transmission suggests that there will be ample business for new network operators such as Albacom, Colt, Energis, Erit, Hermes Europe Railtel and o.tel.o (the German joint venture created by the industrial groups Veba and RWE).

The dramatic growth of mobile telephony in Europe is also contributing to demand for capacity on the principal trunk routes. In Italy alone, there were 12.4m subscribers at the end of February, making it Europe's largest mobile market.

Technology, however, will not be enough. There is a

rapidly growing realisation that the key to success in today's noisy, bustling marketplace is customer service. There is ample evidence that the full potential of the new telephone services are not being exploited by European businesses.

The consultancy Datamonitor, for example, says that while companies are used to using the telephone for sales calls, they have yet to understand the importance of building a relationship with customers through the phone. "This is worrying in an environment where 60 per cent of the average company's customers are being called by competitors every week."

And the accountancy group Arthur Andersen concluded, based on research in France, that while businesses understood the importance of telecoms, they had yet to come to grips with what was at stake.

"This is a major block to developing a strategic and coherent telecoms policy. Senior managers find it difficult to believe that telecoms has already become an efficient method of sharing knowledge and increasing productivity."

The Internet provides a

telling example. Only 53 per cent of European businesses believe the Internet will have a huge effect on the way they do business, compared with 61 per cent of US businesses and 69 per cent in the Asia Pacific region, according to BT.

European telecoms operators, on the other hand, are taking the Internet seriously. They are aware that by the end of 2000 as many as 80m personal computer users will have access to the Internet, representing potentially huge losses of revenue to Internet telephony: the use of the Internet to carry calls as packets of data at low prices.

Investment bank J.P. Morgan says that a surprising number of European operators have already moved towards controlling the Internet telephony market by developing their own services or buying Internet companies.

Tele Danmark and Deutsche Telekom, it suggests, have taken the most radical approaches. Tele Danmark is already the largest Internet service provider in the country and Deutsche Telekom is offering Internet access through its high-speed ISDN lines at modest cost.

UK REGULATION • By Peter Purton

New mood of peace and co-operation

The state of warfare that once existed between Ofcom and BT no longer exists. But there are still some differences between the two

Peace has broken out between regulator and regulated, at least when it comes to telecommunications. The days of threat and counter-threat - or bluff and counter-bluff - of referrals to the Monopolies and Mergers Commission or the initiation of court actions between the Office of Telecommunications (Ofcom) and British Telecommunications (BT) look as though they may be over. A new co-operative mood has swung in.

"We think the regulatory pressure is tough but necessary so," says Peter McCarthy-Ward, BT's general manager of UK regulation. "As the largest telecoms operator in the UK, we have to expect regulators to pay greater attention to us than to others but it is important that it does not go too far."

McCarthy-Ward sees the evolution of regulation as a see-saw process as the market liberalises. It starts with a 100 per cent monopoly and strong regulation of that monopoly's activities. But as the market opens up and competition grows in strength, McCarthy-Ward's view is that there should be less and less regulation of BT and more of its competitors until eventually all are subject to equal regulation.

In some areas, McCarthy-Ward believes that time has already arrived.

"We would like to see a common set of rules covering price notification," he says. "With all of the competition in the market today, pricing is a very fast-moving area. At the moment, we have to give Ofcom four weeks' notice of intended price changes. That's quite a restriction on our commercial activities. We'd like standardised rules - a level playing field."

McCarthy-Ward acknowledges that Ofcom sees the principle that regulation is a surrogate for competition the same way as BT does. The ideal situation, both Ofcom and BT agree, would be one where there was no need for a regulator because competition would regulate the market. But he still believes there is room for Ofcom to become more lenient towards BT and get tougher with BT's competitors.

"BT is subjected to more onerous responsibilities and interpretation of the rules is more severe than for its competitors. Many regulations are triggered by phrases such as 'significant market power' or are in other ways based on 'judgments'," McCarthy-Ward notes. This, he says, is starting to put BT at a significant disadvantage against competitors.

"Today's business increasingly requires fast change while new regulations require long learning-curve cycles - the two are not compatible."

One area where this is becoming increasingly awkward is that of service provision. Thanks to interconnect agreements - the terms by which one carrier must allow the use of its network by another carrier - it is no longer necessary to build an extensive telecoms infrastructure in order to offer quite a range of telecoms services.

The problem, as McCarthy-

Ward sees it, is that there are now very many service providers in the market and not that many companies willing to invest in the infrastructures on which they all rely. The danger is that investment in infrastructure will become increasingly unattractive if virtually anyone is allowed to use it on unattractive terms to the infrastructure's owner.

"The more service providers in the market, the greater the tension with network operators," says McCarthy-Ward. "At the same time, prices for interconnection are very low in the UK. If the people who are not building networks are able to exploit great differences, the greater the tension with infrastructure owners will become."

Another area where McCarthy-Ward would like to see BT given more leeway is that of the use of radio. In the 1980s, when the foundations for today's regulatory environment were laid, the fear was that the former monopoly, BT, could stifle the development of new radio-based services such as mobile telephony if its ability to compete in the area were not restrained in some way or other.

Today, mobile telephony is one of the fastest-growing, most profitable and competitively most dynamic areas of telecoms. McCarthy-Ward believes the restrictions placed on BT then are no longer necessary. And with the much-talked-about convergence of fixed and mobile telephony - and the prospect of increasing competition between the two - BT is beginning to face a growing disadvantage against its competitors.

None of the above are issues on which Ofcom is likely to put up too much opposition. One item on BT's menu which might not be so easy for Ofcom to digest, however, is that of the power of Ofcom itself.

"We would like to see a right of appeal," says McCarthy-Ward.

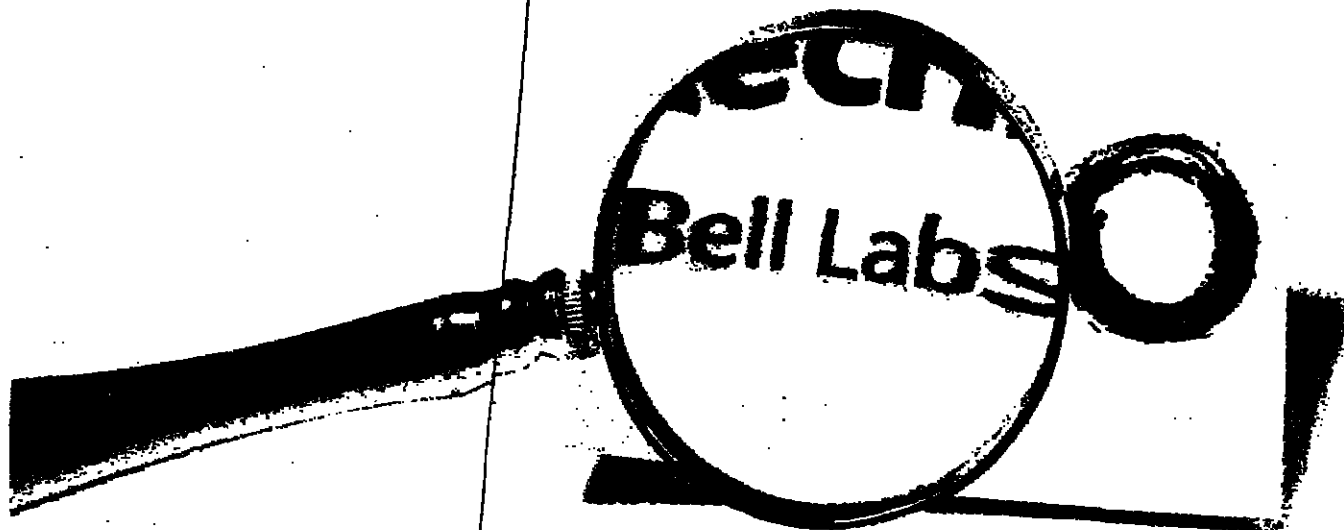
At the moment, avenues of appeal are restricted to the courts and the Monopolies and Mergers Commission. These are avenues which BT would only use as a very last resort as they would be very high profile, expensive and make huge demands on the company's management time.

On the other hand, enlarging the pool of appeals mechanisms would inevitably weaken Ofcom.

The state of warfare that once existed between Ofcom and BT no longer exists. But there are still some differences between the two. Right now observers are waiting to see the effects of two important events. The first is the direction the new man at the helm of Ofcom will take. The second is the outcome of a government review of the role of regulators in general.

David Edmonds was appointed director-general of telecommunications by Margaret Beckett, president of the Board of Trade, in April. He assumed his duties on May 1. Early indications are that Edmonds, who was managing director of group central services with the NatWest group, will be keen to help UK telecoms companies compete, grow and exploit fresh opportunities to the benefit of the UK economy.

As far as the review of the role of regulators is concerned, BT will argue the case to the government that telecoms is not a utility in the same way as water, for example. And Ofcom is likely to say the same.



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GERMANY • By Ralph Atkins in Bonn

Competition has developed in unexpected directions

The full impact of the new regime is uncertain after only five months of full liberalisation. But the extent to which Germany has pulled down the barriers is surprising

In Germany, telecommunications liberalisation is taking place at a pace, and to an extent, that few predicted. Five months after Deutsche Telekom lost the last of its monopoly markets - public voice services - competition has developed in unexpected directions. The most obvious beneficiaries have been opportunistic companies such as MobilCom, the Schleswig-based group, which listed on Germany's Neuer Markt for smaller innovative companies only last year.

Relying heavily on infrastructure rented from Deutsche Telekom, MobilCom says it is already making profits and carries at least 3.5m minutes of conversations a day on its fixed line business.

In the process, Gerhard Schmid, its founder and chief executive, has become

a D-Mark billionaire almost overnight.

But other companies, particularly the country's large energy and industrial conglomerates such as Veba, Mannesmann and RWE - which have followed a more traditional German route, investing heavily in infrastructure - are also eating into Deutsche Telekom's market. And the billions committed to building new telecommunications networks is such that they can almost not afford to fail.

The extent to which real competition is erupting can be gauged by the reaction of Deutsche Telekom. For months it has barracked Klaus-Dieter Scheurle, head of Germany's new independent post and telecoms regulatory authority which came into operation on January 1. Within days, Deutsche Telekom had provoked a self-damaging row over the

amount it could charge customers who wished to contract to competitors. More dramatically, in May it announced provisions of between DM3.5bn and DM4.5bn to cover the cost of an adverse ruling on charges for its cable television network (long regarded as a potential alternative telecommunications network).

The level of provisions is such that Deutsche Telekom might even have to cut its dividend this year - a move unlikely to endear the group to its thousands of small shareholders following its partial privatisation in November 1996.

Much might be posturing, but Deutsche Telekom's unease is reflected in Mr Scheurle's pledge "to be a very strong regulator". He is backed by Germany's 1996 telecommunications law which, he says, is the most liberal in the world. "It ensures that each and every one can operate in this important market of the future. Market entry is open to all - in particular there are no restrictions of any kind on foreign companies."

The extent to which Ger-

many has pulled down the barriers is perhaps surprising for foreign companies suspicious of a country in which the boundary between politics and business often blurred and many of the biggest companies are used to cosy co-operation rather than fierce competition.

Suspensions were raised by the fact that the government remains the largest shareholder in Deutsche Telekom - giving it every incentive to urge an easy ride for the former monopoly. But while Jürgen Stark, state secretary in the Bonn finance ministry and member of Deutsche Telekom's supervisory board, has warned the regulator of the impact of its decisions on Deutsche Telekom, Mr Scheurle has been important backing from Günther Rexrodt, the economics minister and member of the liberal Free Democratic Party, junior member of the Bonn centre-right coalition.

So far, more than 50 companies are offering telephony services. Prices have been cut by as much as 70 per cent.

But it is not just the ease

of access to the telecoms market that puts Germany at the forefront of liberalisation. Mr Scheurle has deliberately intervened to ensure the development of full competition, where necessary at the expense of the former monopoly. Deutsche Telekom has been hit by a internationally low "interconnection" rate of 2.7 pfennigs a minute set by the telecoms regulator for connections between rivals' networks and Deutsche Telekom.

That low rate, for instance, is one of the reasons why MobilCom has been so successful. MobilCom, and other similar companies, may also have benefited at least initially from confusion - still unresolved - over where the distinction should be drawn between rival network operators entitled to the "interconnection" rates and simple "resellers" of telecom services which might have been charged more.

Meanwhile, Mr Scheurle has clamped down on Deutsche Telekom's plans to cut prices to charge customers who contract permanently to rival suppliers using so-called

"pre-selection" rather than choosing their carrier call by call.

Until the row is settled, Deutsche Telekom cannot charge anything - so customers can switch cost-free. Mr Scheurle has also ruled that telephone numbers belong to the customers and Deutsche Telekom cannot charge customers who wish to take them to a rival supplier.

Also still to be resolved is a final agreement on the terms under which Deutsche Telekom has to offer unbundled access to its network services - a move that requires a complete opening up of the local loop to competitors rather than stipulating that services are taken only on Deutsche Telekom's terms.

After only five months of full liberalisation, the full impact of Germany's new regime is uncertain. Competitors have taken approximately a 2.5 per cent market share and are expected to have reached 5 per cent by the end of the year with the trend clearly upward.

What might curb such full-blown competition? The



Klaus-Dieter Scheurle: promised to be 'a very strong regulator'

most obvious threat is of court action reversing Mr Scheurle's decisions - or at least creating confusion about the application of rules. Deutsche Telekom is challenging his rulings on a number of fronts - including the interconnection and cable television rates.

Deutsche Telekom has failed to win rulings that might hamper its competitors by suspending regulatory decisions. But the possibility is not passed.

FRANCE • By David Owen in Paris

Privatisation pays dividends

Charges are down and services are improving, but consumers think there is still room for improvements

Bernard Zuber, a college member on the Autorité de Régulation des Télécommunications (ART), the French telecoms watchdog, clearly harbours no doubts on the subject.

"Very definitely, yes," he says when asked whether French businesses and consumers are getting a better service following full liberalisation of the country's telecoms market. "In a way that is undeniable. It is totally evident in our view."

Competition may be firmly entrenched in France's buoyant mobile phone sector where Cegetel and Bouygues vie effectively for business with France Telecom, the country's former monopoly telephone operator. But it is a much more recent phenomenon, as far as most of the general public is concerned, in fixed telephony.

Full liberalisation dates only from January 1 this year and Cegetel - expected by many to emerge as France Telecom's leading domestic competitor for fixed services as it has in mobile - did not launch its "T" service until the following month, and then only in certain regions. By the end of April, it was claiming 170,000 clients, with nearly 2m minutes of communications a day carried by its network.

Mr Zuber believes the improvement already experienced is due largely to a reduction of costs. Figures produced by the ART suggest that telephone bills for typical household and business users have fallen since 1995, with increased sub-

scription charges more than cancelled out by reduced rates for the calls themselves.

Based on a basket of one subscription, 185 local calls, 11 intermediate calls and 40 long-distance calls, ART calculates that the monthly bill for a typical household has edged down from FF184.35 in 1995 to FF173.37 in 1997. For businesses, based on one subscription, 234 local calls, 44 intermediate calls and 82 long-distance calls, the savings have been more substantial, with bills falling from FF348.37 in 1995 to FF297.03 last year.

Olivier Porte, telecoms representative for the Club Informatique des Grandes Entreprises Françaises, a body representing the private-sector companies with the 100 biggest information technology budgets in France, confirms that Cigref's members have benefited from substantial price reductions in recent years. "Since about the start of 1997, there have been tariff cuts of 40-50 per cent for international calls and national long-distance," he says.

Mr Porte also points out that the very biggest telephone users may benefit from additional discounts. "Published tariffs are more and more for small- and medium-sized users," he says. "Large users more and more get bespoke tariffs."

He says that another way in which liberalisation has helped big consumers is in reducing the length of contract terms. "Two years ago, to get the best price, you had to commit for three to five years," he says. "Now the standard is 12 months. That is a big shift."

Mr Zuber acknowledges that those who use their telephones very little may actually have been adversely affected by the changes in recent years in the run-up to



Cigref members claim the cost of calling a mobile phone from a fixed number in Paris is now the same level as international calls

full liberalisation. This is because they might not make enough calls to counter the increased subscription charges. But he points out that, by the same token, heavy household telephone users may have done as well as business users out of the changes. "An individual who phones a lot abroad has benefited as much as companies," he says.

Mr Zuber also points to a number of ways in which he feels the quality of service offered to clients is improving. The opening of France Telecom agencies on Saturdays was a point of progress. "They know there are competitive pressures. People are beginning to say 'if you don't respond quickly when I ask for something, I will go elsewhere.'"

Increasingly, this will not be an empty threat. Mr Porte says that while France Telecom is still "the main vendor" for virtually all the club's members, "the majority of our members already have two operators, or are about to have two operators". He confirms that, in his view, carriers are tending to become "more proactive", with customer care

programmes becoming more and more important.

France Telecom is generally reckoned to have provided a good standard of service even before liberalisation started to give customers the option of taking their business elsewhere. "As a general rule, people were happy with the quality of service offered by France Telecom," says Marie-Madeleine Dollfus who handles consumer affairs for the Association Française des Utilisateurs du Téléphone et des Télécommunications, a body representing household and small business phone users.

Even so, telephone consumers appear to think there are ways the present situation could be further improved.

Ms Dollfus is less content with the level of service in the highly competitive mobile phone segment, where she says there are "big problems" with the length of subscriptions and billing among other issues.

"People rush into it and they don't always think carefully," she says. She suggests that people come with the impression the level of service will be as good in the

mobile sector as for fixed telephony. ART says it is aware of the discontent in this area and is organising a seminar on the subject in the second half of this year.

Idier Quillot, commercial marketing director of France Telecom Mobiles, says he does not accept that the standard of service is lower for mobile than for fixed services. "I think we have some very good performance criteria," he says.

Consumer organisations also complain about the high cost of calls made from fixed telephones to mobile terminals. Mr Porte describes the level tariffs as "indecent", saying that when customers call mobile phone from a fixed number in Paris, "it is more expensive than calling Los Angeles", even if the recipient of the call is in the next room.

"We have been told by some our members that at their headquarters, the cost of fixed-to-mobile has reached the same level as international calls," he says. Eric Inerquin, deputy treasurer of the Union Fédérale des consommateurs Que Choisir, another consumer organisation, says "fixed telephonesubscribers are to some extent financing the development of the mobile network."

Operators justify the level of fixed-to-mobile charges partly by pointing out that it is technically much more complicated to route calls quickly to mobile terminals in an unpredictable location than to a fixed phone. They also say fixed-to-mobile charges in France are relatively low by European standards.

Mr Porte also comments on the "dramatic lack of standardisation in billing formats". As a consequence, "when you want to re-bill between cost centres in your company, it is at first a nightmare."

PROFILE France Telecom Mobiles

Penetration rate soars to 11.5%

The French took their own sweet time to fall for the mobile phone, in contrast to some of their west and European neighbours who appeared to take to the new gadget much more readily.

Two years ago, subscribers to mobile telephone services still made up less than 3 per cent of the French population, making the country the most underdeveloped of large European mobile telephone markets.

Today, that penetration rate has soared to 11.5 per cent, based on figures to March 31, 1998, and the "portable", as elsewhere, has become an indispensable feature of everyday business life.

No wonder wireless services have become the driving factor behind revenue growth at France Telecom, the former monopoly operator that was partly privatised by Lionel Jospin's Socialist-led government last autumn.

As Michel Bon, France Telecom's chairman, pointed out recently: "The French market is no longer behind in cellular phone penetration since more than one person in ten is now a subscriber."

France Telecom is still leader of the 6.7m-strong French mobile market, in spite of strong competition from Cegetel and, more recently, Bouygues. At the end of March, the company had 3.45m subscribers, the vast majority through its Itineris service. This compared with 2.59m subscribers for Cegetel and nearly 645,000 for Bouygues.

France Telecom Mobiles (FTM) encompasses all France Telecom group units active in mobile and wireless communications, including cellular phone services, paging and international ventures. In 1997, it had sales of FF17.1bn, with about FF15bn coming from outside France, against FF11.2bn in 1996 and FF6.5bn in 1995. This compared with total 1997 revenues for France Telecom of FF156.7bn.

Marie-Christine Lambert, finance director, estimates that FTM now has about 5m customers for its services in France and around the world. It has clients in a dozen different countries, including Poland, Greece, Lebanon, Belgium, Slovakia, China, Romania and Denmark. And it claims to be the fourth-biggest GSM operator in Europe.

In France, FTM is aiming to maintain its market share at 50 per cent or more. Analysts at JP Morgan are expecting French cellular penetration to reach almost 30 per cent by the end of 2001. A 50 per cent share of such a market would give FTM nearly 9m French subscribers.

Didier Quillot, commercial and marketing director, says there are several reasons why the company has been able to retain leadership of its home market.

The quality of its network is one factor. Ms Lambert puts total capital expenditure on the Itineris network at FF18bn, with about FF4bn earmarked to be spent this year. The

company claims coverage of 96 per cent of the French population. Since last June, this coverage has included Mont Blanc.

Effective advertising and distribution have also played a role. But perhaps the most critical factor underpinning its market leadership is the strength of its new product development.

One example of this is the Mobicarte pre-paid card, launched last year, which consists of a GSM smart card that gives users call credit and can be reloaded at any time.

Also last year, the company launched Oia, a concept designed to turn the mobile phone into more of a consumer, as opposed to a business, product. Oia subscribers receive a package including a mobile handset and a choice of four tariff options.

For business customers, FTM has Loft, a service giving a choice of between two and eight hours of communications a month and the opportunity of a loyalty discount for those prepared to sign up for 24 months.

It appears that such initiatives have helped underpin FTM's leadership in spite of tariffs which, according to JP Morgan, are "comparatively high". (French cellular tariffs in general are, however, said to be among the cheapest in Europe, especially for frequent users.)

Based on current projections, France Telecom expects Itineris to break even in 1998.

David Owen

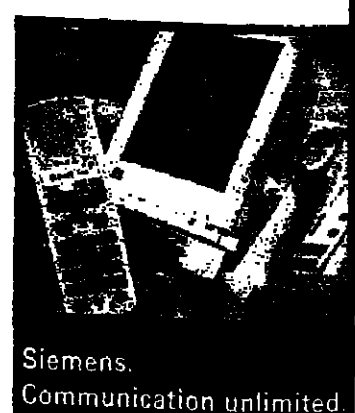
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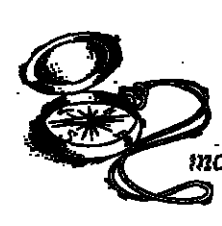
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Europe

EASTERN EUROPE • By John Williamson

\$120bn of investments needed

Billions of dollars have been attracted into the region by partially privatising national telcos through the sale of a strategic stakes to foreign investors

According to a new report from Price Waterhouse, investments totalling a cool \$120bn are required to bring national fixed telephone line penetration levels in 12 countries in Central and Eastern Europe (CEE) up to parity with their counterparts in the West.

Few of the governments or telcos in the countries concerned have anything like the cash surpluses or foreign reserves needed for this exercise. Nevertheless, many CEE governments accept that modernisation and expansion of their telecoms infrastructures will definitely need to continue if fledgling market economies are to take deeper roots and prosper in the new century.

There are, of course, alternatives to injections of government cash and internal telco re-investment for priming under-developed telecoms pumps. One is for the telco to acquire commercial debt. Another is for governments to licence new wireline, mobile and cable television operators whose networks can take up some of the extant PSTN (Public Switched Telephone Network) slack.

A third, which has already attracted billions of dollars into the region, is to partially privatise the national telco through the sale of a strategic stake to a foreign investor. This is often followed by an initial public offering, and sometimes there is a requirement for the foreign partner to dilute its ownership over time, to enable more local investors and company employees to participate in the shareholding party.

To date, some sizeable funds have been generated by the partial privatisation of CEE telcos. The sale of a 67.2 per cent stake in Hungarian telco Matav to the MagyarCom consortium of Deutsche Telekom and Ameritech netted more than \$1.7bn in two tranches. In

similar vein, the TelSource pairing of KPN and Swisscom paid \$1.45bn for a 27 per cent stake in Czech operator STP Telecom in 1995. Smaller telcos in smaller countries have attracted more modest foreign participation. For example, a consortium led by Greek telco OTE recently closed a \$142.5m deal for 90 per cent of Armenian telco ArmenTel.

Some big telco sell-offs remain in the pipeline. At least six operator groups are understood to be interested in paying between \$4bn and \$6bn for a 30-35 per cent stake in Romania's RomTelecom. The Polish authorities are progressing a multimillion-dollar IPO for Telekomunikacja Polska before the end of the year.

A further 25 per cent of Russia's A.O. Svyazinvest, the holding company which groups about 85 local regional telephone companies under its stewardship, is supposed to come under the hammer at about the same time; the 1997 sale of 25 per cent of this organisation raised \$1.88bn.

Further off, Ukrtelecom which has umbrella responsibility for Ukraine's regional telecoms operators, provides service in Crimea, Kiev and Sevastopol, and has an interest in the country's long-distance operator, could be privatised to the tune of \$4.5bn before the end of the decade.

There is some uncertainty about what such privatisations will be worth in the end, due in part to different readings of how much of the equity of these companies will actually come to market. This uncertainty is compounded by the plans and market muscle of competitive operators in those locations where competition has been implemented or is scheduled. And these competitors themselves are not averse to selling strategic stakes to overseas investors.

In the Czech Republic, for example, the energy utility telcos organisation Alcatel recently took Germany's RWE Telliance as a 40 per cent partner while the broadcast and mobile concern Ceske Radiokomunikace has Tele Danmark as a 20 per cent co-owner.

Privatisation in eastern Europe			
Country	Type of Sale	Comments	
Czech Republic	Strategic stake sold 1992	WFO of 51% in 1998	40% owned by Telic Tele (Telia and Telecom Poland)
Hungary	Strategic stake sold 1993		MagyarCom (KPN and Swisscom) owns 67.2%
Romania	Strategic stake sold 1995	WFO of 40% in 1995	40% held by KPN and Swisscom; 60% of RomTelecom sold to Government owned
Czech Republic	Strategic stake sold 1995	WFO by 1995	27% owned by KPN and Swisscom; 73% of RomTelecom sold to Government owned
Latvia	Strategic stake sold 1995	WFO when company formed into joint stock company	TELIS (Telecom Finland and Cable & Wireless) to be sold when company reorganised into joint stock company
Russia - Svyazinvest	Strategic stake sold 1997	WFO of 25% in 2000/2001	Swisscom Ltd owns 25%, a further 24% of Svyazinvest to be sold in 2000/2001

Source: Price Waterhouse

example, the energy utility telcos organisation Alcatel recently took Germany's RWE Telliance as a 40 per cent partner while the broadcast and mobile concern Ceske Radiokomunikace has Tele Danmark as a 20 per cent co-owner.

Importing overseas finance and expertise seems to have paid off for telcos such as Matav. Over the three years following the establishment of the MagyarCom consortium, Matav increased the size of its network from 1.3m lines to 2.1m lines. And in the operators surveyed by Price Waterhouse, Matav now has the highest level of revenue per line at \$444.

However, the privatisation path does not always run as smoothly as the foreign investors might wish.

A case in point is the rather convoluted saga of the sell-off of a stake in Kazakhstan's telco Kazakhtelecom. In early 1996, Deutsche Telekom reportedly bought a 49 per cent stake in the company for \$540m, the deal apparently being that the German operator would exert control over Kazakhtelecom for a minimum of six years. However, Telekom subsequently withdrew from the deal because of a lack of official commitment to necessary tariff increases, and uncertainty about the precise terms and conditions of its operating licence.

Tariff re-balancing is a particularly awkward nettle to grasp in CEE. "It is an illustration of the extent to which tariffs are unbalanced in Central and Eastern Europe that a long-haul international call costs approximately 93 times the cost of a local call of the same duration, on average, among the operators we have considered," notes Price Waterhouse. "In Russia this ratio increases to 432 times and in Macedonia to 450 times."

Last year, Korean giant Daewoo stepped in to fill the Kazakhtelecom breach, buying a 40 per cent stake for \$1.37bn and pledging to spend a further \$1bn to expand Kazakhstan's network. The national target is to have 3.3m telephone lines in operation by the end of the decade, up from about 2.3m today.

Unfortunately, the recent financial crisis in parts of south-east Asia now seems to have scuppered Daewoo's Kazakhtelecom ambitions, with recent reports suggesting that the Korean manufacturer is now unloading its stockholding.

The Svyazinvest deal is another that has attracted controversy. The purchaser was a group led by Oneximbank and involving the international financier George Soros. Critics maintained, inter alia, that the price paid was too low, that the tendering period was too short, and that the investors had little in the way of

hands-on telecoms experience. In any event, there is no guarantee that privatisation proceeds will be channelled to the telecoms sector. Another concern about the Svyazinvest deal was that only a very small percentage of the proceeds was initially returned for investment in selected regional operators.

Circumstances and priorities on both sides of the telco privatisation equation can and do change. In Latvia, the Tiltis consortium took a 49 per cent stake in Lattelecom, with a 1994 agreement giving partners Cable & Wireless, Telecom Finland and International Finance Corporation exclusive fixed voice and data rights until the year 2013. Today, the Latvian government wants to introduce competition earlier to enhance its bid for EU membership, while Tiltis wants compensation for this and the introduction of more realistic tariffs.

"Investing in the telecom communication sector in these countries is therefore a complex process, requiring insight into the key issues driving the sector, and a detailed understanding of the benefits and risks associated with the diverse range of investment opportunities available," concludes Price Waterhouse.

The author is senior technology editor of *Global Telephony Magazine*

ITALY • By James Blitz

Enormous potential for mobiles growth

Italy's extraordinary obsession with mobile phone services shows no sign of levelling off. Competition for a third operating licence is intense

Mobile telephony is one of the fastest growing businesses in Europe today. But in no country is it showing quite the potential for revenues.

In the eight years that the two existing providers of mobile phone services - Telecom Italia and Omnitel - have been in operation, the Italian obsession with the product has been nothing short of phenomenal in the view of many industry analysts.

Thus far, the two companies are between them thought to have achieved "penetration" - the ratio of subscribers to inhabitants - of 21 per cent. Telecom Italia alone has some 10m subscribers, turning it into the largest individual mobile operator in Europe. Only in Scandinavia, where penetration is now at about 36 per cent - has the market been anything like as strong.

But anybody who thinks that growth in the Italian market is beginning to level off should think again. Both TIM and Omnitel were last year reporting significant growth in subscriber numbers, up 62.8 per cent and 245 per cent respectively compared to 1996. Revenues for TIM alone in 1997 were \$9,456bn, up nearly 30 per cent on the previous year.

Meanwhile, the Italian government's competition for the third mobile licence - due to be resolved in the next few weeks - has attracted fierce competition from three consortia, involving Enel, the Italian electric giant, Eni, the oil and gas conglomerate, and Autos, the soon-to-be-privatised motorway network.

"I see no reason why penetration of the Italian market should not reach more than 50 per cent in the next ten years," says Tomaso

Pompei, chief executive of Wind, the Enel-led consortium. "There is no market in Europe with quite the potential this one has."

What are the reasons for this? Mr Pompei puts it down, in part, to the way mobile telephony in Italy has developed over the past eight years.

In the US and Germany, he says, the providers of mobile services started by offering services fixed to cars, while Italy missed out this stage and went straight into hand-held cellular phones. "Over the long term, it has been far easier to build a market in a mobile phone service that wasn't fixed to any form of transport."

There are other arguments, too. "Quite simply, the Italians love to talk," is the view of one analyst, who points out that this claim is based on figures showing that, on average, they clock up more minutes using phones of any kind than many other nationalities.

Then there are the other anecdotal factors. There is the status symbol that the mobile phone seems to enjoy in the streets of Europe's Club Med countries.

In Italy, the weakness of the public administration means that deadlines and appointments are often missed and the mobile phone puts things right. With about one-third of the southern workforce employed in the black economy, the flexibility of the mobile phone is also deemed attractive.

Some people continue to take a more sober view of the growth potential of this market. James Ross, a telecoms analyst at ABN-Amro, argues that Telecom Italia Mobile has already won over the wealthiest of the available customers to its

systems. "The third licence will be a good business but the level of market share achieved by TIM is so large that it will be very hard to beat down."

And there is not much sign that Italy's mobile market is, as yet, reducing the number of people relying on fixed telephony. The fixed telephone system has achieved about 45 per cent penetration but Mr Ross believes it still has a considerable way to go.

"In some countries, the penetration of fixed telephony can reach around 65-70 per cent," he says.

The consortiums bidding for the third licence put their faith in other arguments, however. A senior figure connected with the Autostrade bid, for example, notes that there is far greater sophistication among the Italian public about mobile phone pricing and that this will expose the existing operators to competition.

"A staggering 40 per cent of new mobile phone users do not buy a single SIM [subscriber information module] card from Telecom Italia or Omnitel," she said. "Instead, they go and spend about twenty dollars on a disposable pre-paid card. This can be bought from any of the mobile operators. There is, therefore, extraordinary flexibility in this market."

Moreover, market research by one of the consortiums suggests that the Italian public's interest in fixed telephony is limited. "The responses we have been getting in focus groups show that Italians can't wait for mobile phone prices to come down far enough so they can get rid of their fixed phone," said one figure.

Given all this, it is little wonder that the competition for the third mobile licence has been so fierce. Or that some companies are already contemplating bidding for the fourth.



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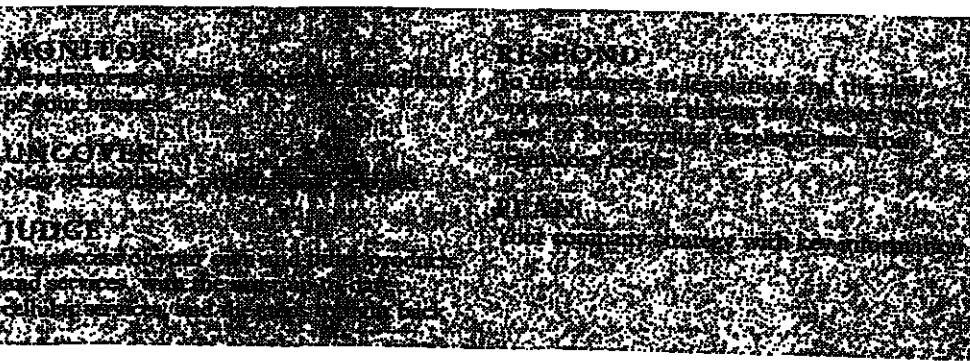
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FASTER NETWORKS • By Geoff Naim

MANAGEMENT HIERARCHIES • By Joia Shillingford

Speeding up the highways Opposite trends emerge

The problems of network congestion are being tackled from many angles

Within ten years, 90 per cent of the world's telecommunications traffic will be data rather than voice - today, the percentages are reversed - but the current infrastructure is ill-suited to handle this explosive growth and carriers and businesses are urgently seeking ways to speed up their clogged networks.

The growth of the Internet is putting great strains on the "backbone" networks of the telephone companies carriers which were designed in the 1980s to carry predominantly voice calls and now must cope with rapidly increasing Internet traffic.

"As the Internet becomes the worldwide communications media, both for businesses and consumers, the data rates required to support this growth will far exceed existing expectations and models," says Scott Clavenna, senior analyst at US consultancy Pioneer Consulting.

The problem of network congestion can be attacked from many angles. The backbone links can be upgraded with more optical fibre, or with technologies such as Wave Division Multiplexing which allows more data to be sent down existing fibre. But while this may solve congestion in the short term, the bottleneck may simply shift elsewhere and, longer term, the additional capacity is quickly swallowed up by soaring demand.

The US Government's Next Generation Internet is one radical attempt to solve the congestion problem by creating a dedicated infrastructure for Internet traffic that does not have to compete for bandwidth with conventional telecoms traffic - the situation with today's Internet.

Because of the Internet's non-commercial origins, carriers get little revenue from transporting Internet data



Ron Higgins: Digital Island has a private 'server farm' on Honolulu

and have no easy way of differentiating users or prioritising traffic. They are therefore reluctant to invest in new technologies to improve the Internet without some way of recouping the investment.

However, technologies are now emerging to provide carriers and service providers with a better business model. Bay Networks, for example, recently unveiled products designed to allow carriers and businesses to distinguish between different traffic on their networks.

The idea is to prioritise critical applications over simple web surfing, in effect creating a "business class" service for applications that should get higher priority at network bottlenecks.

This concept, known as Quality of Service (QoS), is not new but is tricky to implement, particularly because of the limited "intelligence" of today's routers - the devices that direct data traffic at the intersections of the public Internet or corporate intranets.

Bay Networks has announced a new generation of "routing switches" that are claimed to be more "intelligent" in that they can determine what priority to give each packet of data. Unlike other proprietary approaches to improving network performance, the company claims its routing switches do not require complex new protocols or expensive network upgrades for existing routers, switches or adapters.

Computer company Hewlett-Packard has also

recently introduced a QoS product, but its focus is on the computers that host web sites, particularly those of Internet service providers or companies offering electronic commerce.

"Our customers are telling us that they cannot apply the Internet to e-commerce as aggressively as they would like because they cannot predict or control Internet traffic very easily," says Nigel Ball, general manager of HP's Internet division.

The HP software, called Web QoS, enables the system to identify regular visitors to a website and give them priority, temporarily refusing access to lower-priority first-time visitors, for example.

Similarly, visitors in the process of buying a product get priority for scarce bandwidth over those simply browsing a catalogue.

At peak times, the software can tell users how long they must wait to gain entry.

HP is working with networking company Cisco to extend the QoS concept out into the network and so deliver "end-to-end" QoS in which urgent data gets priority treatment at each hop across the Internet and on the computers at either end.

Cisco routers dominate the Internet and the company is often in the firing line when Internet bottlenecks occur. It has responded with faster and more intelligent routers as well as new technologies such as a "cache engine" to eliminate the repeated transmission of redundant web content. This product stores

web pages locally, thus allowing Internet service providers and companies to reduce their network usage and improving response times for users.

IP Multicast is a similar technology that aims to reduce repeated transmission of multimedia or other bandwidth-intensive content to many different users.

A very different approach to network congestion is offered by Hawaiian company Digital Island. For a monthly charge of \$10,000, it will host corporate websites on its private "server farm" in Honolulu where, the company claims, the sites can be accessed more quickly and reliably than if hosted in the mainland US.

A private Asynchronous Transfer Mode network links Honolulu to the US and 16 other countries and provides a direct "single hop" link to the Internet communities in these countries that bypasses the congested North American networks.

According to Ron Higgins, founder and chief executive officer, this is particularly important for businesses looking to trade globally on the Internet, because US-based sites are notoriously difficult for non-US visitors to access at peak times.

The traditional solution of hosting mirror copies of a site in different continents is "a nightmare to support", according to Mr Higgins. He cites US chip vendor National Semiconductor which tried using mirrored servers to publish its its databooks on the Internet. It soon abandoned the project in favour of Digital Island's solution because the costs and logistics of mirroring were prohibitive.

In addition, the better performance of Digital Island's "virtual hosting" service allowed National to reach markets in eastern Europe, Asia and Latin America where Internet performance is typically very slow.

While opinions differ over what solution best addresses the bottlenecks of the Internet, there is general consensus that without such solutions the congestion can only get worse.

The technology is already available to reform middle managements but they may resist it

Do communications technologies such as mobile phones and electronic mail spell the end of rigid management hierarchies? It all depends on who you work for.

Martin Turner, general manager of electronic mail company CompuServe, says two opposite trends are emerging at the same time. "Some workers are being freed from the office and empowered; others - like plumbers - are more under the kosh cash before."

He says: "Many employees feel able to e-mail the chief executive, even if they wouldn't dream of knocking on his or her door. This helps to break down the barriers between top management and staff. It stops middle management having a stranglehold on information."

It also means that the chief executive can find out a lot without even leaving the office. In his book *Only the Paranoid Survive*, Andy Grove, chairman of Intel, writes: "What used to be referred to as 'managing by walking around' has to a large extent been supplanted by letting your fingers do the walking on your computer keyboard."

"Given that Intel has now spread all around the world and I couldn't walk the halls of our 60-odd buildings even if I spent full time at it, this [reading and responding to electronic mail from all over the world] has become doubly important."

Don Tapscott, author of *Growing up Digital: the Rise of the Net Generation* - those currently aged between 0 and 30 enter the workforce.

"When the N-Geners enter the workforce," says Mr Tapscott, "they will find hierarchies in which their boss knows less than they do about electronic communications and they will also find electronic commerce strange."

"They will also find it



Hans Snook: Orange videophones will be available in 15-18 months

Adams in *The Dilbert Principle*, adds Mr Tapscott. "Dilbert sums up what many of us have been saying for years: the old model of the enterprise cannot work in an economy driven by innovation, knowledge, immediacy and internetworking."

In 1991, management guru Peter Drucker described middle managers as "relays" - human boosters for the faint, unfocused signals that pass for information in the traditional, pre-information organisation. But why get faint signals when you can contact the person you want to talk to direct by mobile or e-mail?

Mr Tapscott expects the pressure on rigid hierarchies to increase when the "Net Generation" - those currently aged between 0 and 30 enter the workforce.

He believes that in the future other technologies such as mobile videoconferencing and even holography will be used to break down hierarchies. He says Orange

videophones will be available commercially in 15-18 months. And, that for closer interaction with colleagues who are out and about, the next big thing will be becoming a holographic image of the caller to them.

"The technology is already there," he says, "but at present the image is only the size of a slice of cake. Further developments will be needed to beam a full-size holographic person into your living room."

Jack Shearer, head of telecoms at management consultants CMG, says: "Sometimes communications technologies break down management hierarchies, sometimes they create useful new ones."

He says telecoms can be used to create effective hierarchies for virtual organisations. For example, Mr Shearer helped a US vehicle company create a virtual organisation out of the 130 design companies it used to design new cars.

"The company wanted to improve its time-to-market, so it set up the virtual organisation to improve the level of collaboration and information-sharing between itself and its suppliers," says Mr Shearer. "The job of the virtual organisation was to collaborate on new-car design, and the hierarchy of the 'organisation' with project teams and online forums helped to encourage this."

But Mr Shearer says communications technology is just a tool. "It is possible for a hierarchical company to insist that all communication with the chief executive comes via a manager of a certain level," he comments. "Different management structures suit different kinds of business, and no amount of technological change can break down hierarchies in a company that insists on retaining them."

Only the Paranoid Survive by Andrew Grove is published by Doubleday, \$27.50. Growing up Digital: the Rise of the Net Generation by Don Tapscott is published by McGraw-Hill, \$22.95. The Dilbert Principle by Scott Adams is published by Harper Collins, \$20.

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OUTSOURCING • By Geoff Naim

More lasting benefits

Strong growth in the sector is being fuelled by a rush of new entrants into the telecoms markets, and the sophistication of corporate networks

Outsourcing has long been promoted as the logical way for organisations to free themselves of the costs and headaches of managing increasingly complex telecommunications networks, particularly for those companies for whom technology is not their core business.

The promise of short-term cost savings remains a powerful reason for adopting outsourcing, but the industry is now trying to promote deeper outsourcing relationships designed to deliver more lasting benefits.

According to Martin Burvill, deputy general manager for Synordia Solutions, the outsourcing arm of British Telecom, many organisations turn to outsourcing when they are in "fire-fighting mode". Their networks may not be performing well or they may be desperate to lighten their balance sheet and outsourcing seems the perfect solution.

"We will quite happily put out fires but what we really are looking for is something that goes beyond that," he says. Synordia now promotes outsourcing as a means to reshape business processes - creating an externally managed call centre to improve customer service, for example.

"There is no lasting benefit from outsourcing unless you can also reorganise the company," says Mr Burvill. Ovum, the UK-based consultancy, highlights this trend in recent report on telecoms outsourcing. "Outsourcing is now about exploiting new opportunities and providing customised solutions which reflect specific business objectives," says Ovum.

There is good reason for vendors to want to build better relationships with their customers.

Thanks to liberalisation, there is intense competition in the provision of basic

"connectivity" - the linking of corporate networks using technologies such as Frame Relay, X.25 or, most recently, the Internet Protocol (IP).

"If we were to build a business model based on just offering connectivity we would go out of business," says Tom Towers, general manager for Infonet, a leading supplier of global network services.

As well as promising healthier returns, outsourcing allows a vendor to know its customers better and, hopefully, become their "partner of choice" for future needs.

For example, US carrier MCI is "primary technology partner" for Nasdaq, the computerised system providing price quotes for securities in the US.

Last year, the New York stock exchange decided to renew its trading system and install a higher-capacity IP-based network. MCI had supplied the previous network and, after considering rival bids, the exchange again awarded the work to MCI in a contract worth \$600m over six years - MCI's largest outsourcing deal.

Rapid technological advances and the increasing strategic importance of corporate networks have caused many organisations to follow Nasdaq's example and outsource the planning and management of their internal telecoms. The market is experiencing robust growth of about 20 per cent a year in Europe and the US, according to Ovum, which predicts the global outsourcing market could be worth \$15bn worldwide by the end of 2000.

BT is bullish about the market's prospects and it created Synordia Solutions last year in anticipation of growing demand for managed and outsourced solutions based on converging voice, IT and data communications technology. The com-



C&W chief David Sexton says multinationals sometimes exclude countries with less developed telecoms markets from outsourcing arrangements - which complicates the task for the outsourcing vendor

operations of a multinational.

David Sexton, chief executive officer at the Cable & Wireless Global Markets, says that in countries with less developed telecoms markets, a good relationship with the local telephone company is often essential for good service. So multinationals will typically exclude such countries from their outsourcing arrangements - which complicates the task for the outsourcing vendor as it attempts to create a "seamless" global infrastructure for its client. "This can cause us some problems," admits Mr Sexton.

Standard Chartered Bank is in this situation. It has entrusted most of its global data and voice telecoms to Cable & Wireless but in parts of Africa its pre-existing local service agreements remain in place.

Big financial institutions have traditionally been keen users of outsourcing. In the US, for example, AT&T recently won a 12-company battle to build and manage a \$750m global data network for the US financial giant Citicorp. But the most promising markets for the outsourcing industry lie with the Internet service providers, global satellite systems and the new breed of "virtual" carriers which want to quickly establish a presence in liberalised telecoms markets but do not want to build their own networks.

One such is United Telekom Aktiengesellschaft (UTA), the first privately-owned telecoms operator in Austria. UTA was set up by nine regional utilities and has handed over the task of designing, building and managing its network to Swedish company Ericsson. The entire network is remotely managed from Stockholm.

The rush of new entrants into the telecoms markets, and the sophistication of corporate networks, are fuelling strong growth in the outsourcing industry, helping to raise awareness that outsourcing goes beyond basic "fire-fighting" and can play an increasingly strategic role in achieving business aims.

CASE STUDY Rhône-Poulenc and Equant

'Seamless' network needed

Telecommunications is of growing strategic importance to many large companies and there comes a day when they face a stark choice: continue running telecommunications as an internal function or hand over to a more experienced outsourcing partner.

For French chemicals giant Rhône-Poulenc, that day came at the end of 1996.

"We were at the point where we had to decide whether to invest in the company or to seek a partnership with someone else," says Jacques Beer-Gabel, director for IT and telecoms at Rhône-Poulenc.

Given the importance of telecoms to Rhône-Poulenc, it took its time to consider carefully its reasons for outsourcing and then invite bids from various vendors.

The company recently awarded the contract to run its worldwide data communications to Equant, a global networks provider. Voice services are not included.

As part of the exclusive seven-year contract, valued at more than FRF1bn, Equant will acquire Rhône-Poulenc Telecom (RPT), the in-house telecoms arm of the chemicals group, and transfer its 41 staff located in France, the UK and the US.

Personnel issues have traditionally been one of the trickiest outsourcing challenges. In the early days of outsourcing, union opposition and the hostile climate created would undermine many outsourcing deals.

Today, negotiations are handled more sensitively, but the issue of staff transfers remains delicate because telecoms staff in the client organisation often have specialist knowledge and experience that is difficult to replace.

If the transfer is not handled correctly, they may fear for their future and start looking for employment elsewhere.

Another problem is that



Equant's Network Services global control room in Paris

them "This is now your problem," he says.

Cost savings have traditionally been a powerful motivator for outsourcing but in the case of Rhône-Poulenc, this was not the most important factor.

"Cost is a long-term issue, particularly as regards the investments required to expand in new countries, but it is not the most important driver," says Mr Beer-Gabel.

Rhône-Poulenc relies increasingly on data communications to connect its plants and subsidiaries around the world. It was looking for a vendor to provide it with a "seamless" network that could be fully managed and supported from a single source.

RPT connects Rhône-Poulenc subsidiaries around the world via a dedicated data network called RP-Net which currently connects 425 sites in 57 countries.

The network will be expanded to include an additional 110 sites located mostly in the Asia-Pacific region and, according to Mr Beer-Gabel, this was one of the primary reasons for choosing to outsource the network and its future development.

"We were expecting to develop our business in Asia-Pacific and asked ourselves how we were going to implement telecommunications in the middle of nowhere."

With the outsourcing agreement, the Asian network expansion is now entrusted to Equant.

"It's much easier to say to

marketing facilities more closely.

To do this, Rhône-Poulenc has standardised on the R/3 enterprise resource planning software, from German IT vendor SAP, which is particularly popular with large global manufacturers. Such systems depend heavily on the seamless flow of information within the organisation and so the role of the corporate data network acquires even greater importance.

Indeed, the challenge of implementing R/3 in an organisation with operations in more than 160 countries was one of the reasons Rhône-Poulenc chose to outsource its network.

In addition to the RP-Net data network, RPT also provide value-added services to most of the companies within the Rhône-Poulenc group. These services include e-mail, file transfer, electronic data interchange (EDI), remote access and, most recently, a corporate intranet.

Today, the intranet covers half the company's sites and about two-thirds of its 68,000 employees, but it will ultimately be extended to reach everyone. The growing importance of the intranet was another reason for outsourcing RPT to Equant.

There are many vendors that compete with Equant in offering managed data services and outsourcing. "We considered bids from several companies and there was not a huge difference in cost so it was a tough choice," says Mr Beer-Gabel. What finally swayed Rhône-Poulenc to award the contract to Equant was its global presence. "It seems a very international company and they operate a network which, unlike some competitors, is not a network built from agreements with other operators. It is one global network."

Geoff Naim

Why telecoms sector is in turmoil

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NEW PRODUCTS AND SERVICES • Compiled by Philip Sanders

Extended-range GSM demonstrated



High-quality images via ISDN lines: Motion Media Technology's mm220 videophone goes on sale within the next few weeks

Motorola's Cellular Infrastructure Group has developed a software feature which they say enables GSM operators to triple the coverage of their network with no additional infrastructure.

Telefonica and Motorola carried out trials of the new "Extended Range Cell" feature in Majorca, using in-car and portable GSM phones. A GSM terminal was also installed on a ferry which operates between Majorca and Ibiza.

The theoretical maximum coverage range of a GSM cell is inherent in the technical specification of the system and is limited to 95km, but with the Motorola feature the range of a cell can be increased to 121km, depending on local terrain. This enables operators to extend coverage without installing new cell sites.

Motorola says the feature is specifically designed to provide coverage in flat rural areas where population densities are low and where installation of extra cell sites is expensive, and also in coastal areas where GSM operators may be able to target subscribers in the tourism, sailing and fishing industries.

Miniature digital wireless module

Paris-based Wavecom introduced a matchbox-sized digital wireless module which it claimed was the smallest available on the market.

The 54mmx32mm Wismo2 offers an integrated wireless module suitable for use in vehicle tracking systems, vehicle location data, measurement and telemetry devices, payment terminals, information services and telemetry applications such as vending machines.

The Wismo modules can eliminate location constraints and resolve security problems for terminals or equipment currently tied to wired telephone networks, such as automatic teller machines, credit card readers or remote maintenance facilities.

New videophone uses ISDN lines

A videophone which uses ISDN lines to transmit high quality images, combined with low-cost technology, has been launched by Motion Media Technology,

based in Bristol, England.

The mm220 videophone is scheduled to be available in UK high street shops within the next few weeks and is expected to retail at about £1,000. The mm120 videoconferencing system, priced from £2,000-£3,000, is available through Motion Media's distribution network.

Motion Media says the quality of its videophone images are so good that the equipment can be used by deaf business people to communicate through sign language.

The company is involved in a project with deaf organisations aimed at developing video telephony for deaf

business people - and is also in discussions with the banking sector aimed at introducing videophones for deaf customers.

Satellite phones for car drivers

Drivers anywhere in the world can now keep in touch with the launch of BT's Mobik Vehicle satellite phone service. And to prove the point, BT is installing the equipment in six support vehicles on this year's Camel Trophy rally which starts on August 5 in Santiago, Chile, en route to Cape Horn.

For complete mobile communications, a fax or PC can be connected to Mobik Vehicle, enabling users to send and receive faxes and e-mail, and even surf the Net, on the move anywhere in the world.

Ultra-fast ISDN access from GTE

GTE, one of the biggest US telecoms companies, starts to roll out its network-based ADSL (Asymmetric Digital Subscriber Line) service in 16 states this month, creating the largest deployment



The Camel Trophy rally: testing times for BT's Mobik equipment

of ADSL in the US and offering high-speed Internet access.

GTE will install ADSL equipment supplied by Fujitsu Network Communications based in Richardson, Texas, and digital subscriber line partner Oerkit Communications. GTE will give customers continuous access to the Internet at speeds up to 1.5 megabits per second (Mbps).

A 21-minute movie clip (8.8 megabytes) would take 35 minutes to download using a 33.6Kbps modem, but less than 47 seconds using a 1.5Mbps ADSL modem.

Fresh angle on phone tangle

Data Design, of Thame, Oxfordshire, launched The Untangler - a device to straighten out the problem of twisted telephone leads. Installed into the telephone handset or base, The Untangler rotates with every movement, ensuring that leads have no opportunity to tangle. Data Design has acquired UK rights for the product which was originally designed and manufactured in the US but has been modified to fit UK telephones.

OPINION

Why telecoms sector is in turmoil

Survival 2000 needs a revolution - not more of the same - suggests David Andrews

Michael Armstrong, the chairman of AT&T, used to work for IBM. Sir Peter Bonfield, the group chief executive of British Telecom, used to work for ICL.

The fact that both these leading telecoms corporations are led by men who came from the computer industry is no coincidence. The telecoms business is hurtling into a technological revolution and these two national standard-bearers face bewildering changes in consumer demand, competition and product innovation.

The traditional PTTs built their businesses around the network. Having managed the physical construction, they then undertook the wholesale distribution and retailing of capacity.

Now, however, AT&T faces competition from MCI and WorldCom, which are forging a far-reaching alliance capable of bringing together voice and data services in a manner that would have been unthinkable five years ago.

The British market will also become far more competitive. The cable operators will leverage TV and telecoms services off one another. The regulator is pressurising mobile providers to make deeper inroads into the fixed line market.

BT capacity is being resold by specialists, and companies such as Colt, Energis, and Racal BRT will make further inroads into BT's corporate client base.

European PTTs will themselves be squeezed by falling market share and tumbling tariffs. Global One - the international carrier owned by France Telecom, Deutsche Telekom and Sprint - is incurring losses already, partly due to inability to sustain higher prices.

Behind much of this competitive pressure lies new technology and capacity. Both help destroy the incumbent's monopoly over the infrastructure.

Europe will see a massive increase in capacity in the next two years, starting in the international market but extending to the long-distance markets too. With two new Europe-US cable crossings in action later this year, City of London analysts reckon these new links will triple the capacity of current cables.

New technology and the demand for new types of service will add to pressure on large monopoly groups.

The market may also become far more fragmented, allowing specialist groups to pick off lucrative niches at the expense of the big groups.

At the moment the total volume of communications traffic is split 80 per cent voice and 20 per cent data. Estimates from WorldCom

suggest that by 2003 the reverse will be true. Some applications will be greedy in their appetite for bandwidth - video-on-demand is 10,000 times more consumptive of resources than a telephone call, second by second - and will require companies with elderly networks to make huge investments if they wish to deliver these services.

The PTTs are under massive threat from these developments: their core strength is the delivery of voice with some information services.

By contrast, the cable firms can provide voice services but see broadcast and multi-media as their core business. Similarly, ISPs provide information as a core activity, but voice and broadcast services could soon also become available. The PTTs' core customers will expect a host of new services - yet these new services are the main competencies of emerging competitors.

To date the PTTs have fought back in three ways. Firstly, they have invested in new technologies and alliances to hedge their bets. Secondly, groups such as BT have launched customer loyalty schemes. Thirdly, the PTTs have made interconnect agreements with competitors awkward to reach and maintain.

But regulators are unlikely to allow PTTs to continue to hinder competition in this way.

The network will no longer be the foundation of the PTTs' strength in the way it was. WorldCom's network, now being assembled, will be far superior in many respects. What does remain at the core of the PTTs' business, however, is the relationship with the customer.

The PTTs must, therefore, divest themselves of network responsibility and concentrate on this relationship. As utilities serving a multitude of accounts, they can excel. BT, exposed to competition for much longer than other European PTTs, may already be moving in this direction by agreeing to manage customers for British Digital Broadcasting, the UK digital TV company.

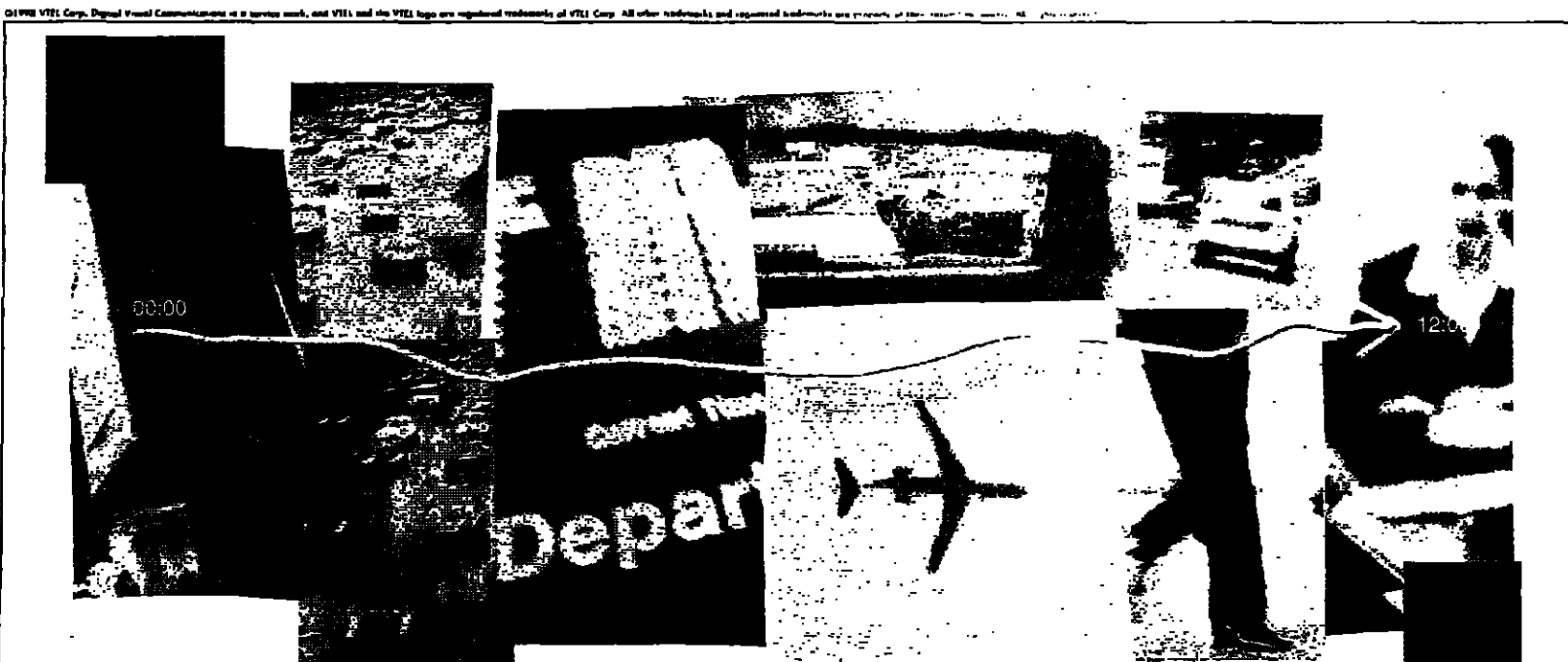
PTTs need to break themselves up in advance, however - into divisions, so as to identify which parts are truly competitive.

One way to stimulate action would be to outsource all non-core activities.

This is common in the US, but telcos in Europe have been slow to follow suit. Bell South's latest move was a 10-year, \$2bn programme to shed 2,000 employees in an outsourcing agreement too large for any one outsourcing supplier.

The time has come to be bold. The only alternative is forlornly to fight on, over-stretched, as smaller, more modern competitors take lumps out of your business.

The author is the worldwide managing partner of the Paris-based Communications Global Market Unit of Andersen



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MARKET REPORT • By Christopher Price

German stocks shunned

A lacklustre performance by Deutsche Telekom's shares is attributed to clashes with the regulator combined with macroeconomic factors

Investors have been seeking out continental Europe's big telecommunications stocks in the past year - but with one significant exception.

Deutsche Telekom has been alone out of the region's four biggest telecoms groups in underperforming both its national stock market and an index of the world's leading telecoms stocks. Telefonica, France Telecom and Telecom Italia, on the other hand, have scored well on both counts.

There are several reasons for the contrasting fortunes. The first is macroeconomic: the performances of Telefonica and Telecom Italia are in part a reflection of the buoyant state of the economies of Spain and Italy respectively.

"Southern European economies are booming in the run-up to the euro and investors see telecoms stocks as barometers for this," says James Dodd at Dresdner Kleinwort Benson, the investment bank. The German economy, in contrast, has not performed

November last year would have to be rescinded.

The size of the charge raised fears among some analysts that the company might be unable to maintain its 1996 dividend at DM1.20 a share. Investor mood was further unsettled by warnings from the company that future earnings could be affected by other crucial regulatory decisions in the future.

This was just the latest in a series of clashes between Deutsche Telekom and the regulator.

In April, the group was forced to withdraw proposed charges for customers contracting to new competitors. The regulator also ruled that customers should be able to transfer their telephone number to a new operator without paying. Earlier, it was ordered to reduce interconnectivity prices.

In contrast, a flow of positive news on France Telecom, Telefonica and Telecom Italia in recent months has helped propel share prices which in the latter two cases have already been underpinned by the macroeconomic factors.

While the French economy may not be buoyant, France Telecom has also been

attracting investor interest, most notably on the back of its mobile business. Its strong performance was a significant factor in helping the group post a 4 per cent rise in turnover last year to FF156.7bn. Analysts had been expecting FF132bn.

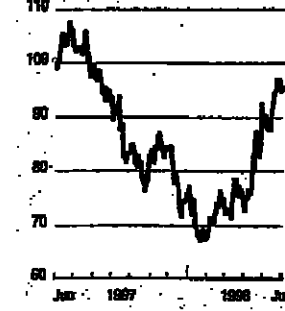
There has also been a string of deals to add additional interest, such as cable television acquisitions in Spain and the Netherlands.

Deals have also cultivated positive investor sentiment at Telefonica. The company has targeted Latin America as its main overseas focus and has made investments in Argentina, Chile, Peru and most recently Mexico.

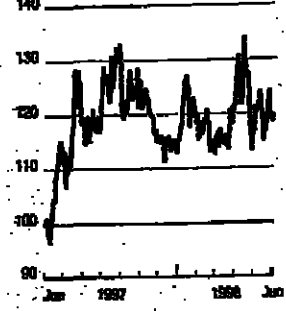
Such has been the success of this strategy that Telefonica recently announced it was to spin off its international division. It also launched a Ptas47bn rights issue to raise funds for further international investment, with the privatisation of Telefonos in Brazil high on the agenda.

The decision to spin off the international business, which analysts believe could be worth Ptas50bn, sparked speculation that some of Telefonica's other assets, such as its property, media and mobile businesses, could

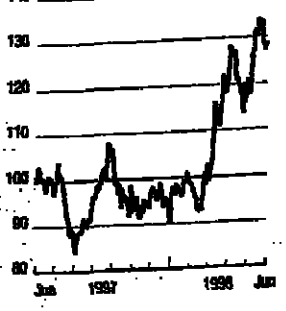
Deutsche Telekom
Share price relative to World Telecoms Index



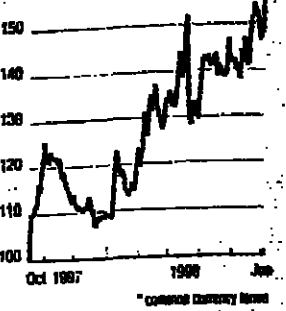
Telecom Italia
Share price relative to World Telecoms Index



Telefonica
Share price relative to World Telecoms Index



France Telecom
Share price relative to World Telecoms Index



be similarly treated.

Mobile business and Latin America featured heavily in the group's first quarter results, which came in ahead of analysts' forecasts. Net profits rose 18 per cent to Ptas32.5bn.

Telecom Italia has also been looking overseas in its drive to replace business lost to new competition in its domestic market. In April, the group announced an alliance with Cable and Wireless, the UK's second-biggest telecoms group. As part of the agreement, C&W sold the Italian operator its 20 per cent stake in Bouygues Telecom, the French mobile group.

Its domestic mobile business has also performed strongly and, as with France Telecom, helped underpin solid results for the whole

group. However, it has not all been good news for Telecom Italia. Boardroom unrest led to the resignation earlier this year of Tommaso Tommasi di Vignana, the chief executive. It also contributed to the unravelling of the group's alliance with AT&T, the US telecoms group.

The contrast in the performances of Telecom Italia, France Telecom and Telefonica compared with Deutsche Telekom has led to the German company becoming among the cheapest telecoms stocks in Europe.

According to ABN Amro, the investment bank, the German group has the lowest rating across a range of measures, ranging from enterprise value over earnings before interest, tax, amortisation and debt, to the

share price over free cash flow.

While the group's regulatory problems are likely to continue to hang over it in the short-term, James Ross of ABN Amro believes Deutsche Telekom's attractive

valuation and strong market position will prove tempting in the longer term.

"It will not happen tomorrow, but we believe the stock will recover and begin catching up the ratings of the other telecoms companies."

COMPANY IN THE NEWS: SBC

Birth of new breed of supercarrier

SBC's deal with Ameritech could spell the end of the status quo in the US telecoms industry, says Richard Waters in New York

If there was any doubt that the US is giving birth to a new breed of telecoms supercarriers, then it should have been dispelled on May 11. That was the day when SBC Communications, the second-largest of the Baby Bells, took another big bite out of the nation's telecommunications infrastructure with a \$620m agreement to buy Ameritech, its smaller counterpart in the Midwest.

The giant deal landed with a thud on the doorstep of the Federal Communications Commission, the agency charged with bringing about the more competitive world promised by the Telecommunications Act of 1996. SBC has made a name for itself as the Bell company that has been least willing to open its local networks to potential competitors: with control of about a third of the access lines in the country, a combined SBC-Ameritech could prove to be a daunting adversary for William Kennard, the FCC's chairman.

The two telecoms companies have set out from the beginning to depict their union as a victory for the forces of competition. "We're going to break the local logjam," said Edward Whitacre, SBC chairman, referring to the competitive stalemate that has left most telephone users in the US without any alternative to their existing local carrier.

After the acquisition, the two say they will pour money into developing local services in areas outside their existing geographic footprints. As if to prove their intent, they have published a list of 30 large cities that are in their sights.

Attempts by other big carriers to sell local residential services in this way have flopped. AT&T and MCI, both of which pulled back from local initiatives, claim that reselling capacity from the Bell networks under their own names - the only realistic way to offer an alternative residential service - simply is not a money-making proposition.

Mr Whitacre brushes off such suggestions. "I've never believed those arguments, and I don't believe them today," he says. "I believe it is profitable."

Until now, SBC has had little need to look beyond its immediate territory in this way. While it claims to have lost about 500,000 local service customers to competitors - about the same number as Ameritech has lost - it still dominates its six-state region, which includes California and Texas, the country's two most populous states. Its 34m access lines are topped only by Bell Atlantic, which has 40m.

Once combined with the 21m lines of Ameritech, SBC will account for about a third of the US total.

Also, while US long-distance carriers have suffered a further erosion in profit margins as competition in their market has become even fiercer, margins in the local market have remained solid. SBC's after-tax profit margin (leaving aside unusual items in each year) has been steady at about 13.5 per cent in each

of the past three years. In short, SBC has done very well out of the status quo. Of the original seven Baby Bells that were created at the time of the break-up of the old AT&T in 1984, it has the best record in terms of profitability - and its shareholders have enjoyed the biggest gains. Its core territory, in the South West, has encompassed some of the fastest-growing areas of the country, helping to lift demand for its services. It boosted this with the \$16bn acquisition last year of PacTel, the Bell company that served California.

SBC's managers have proved themselves adept at making the most of their customer base. The company has achieved the highest penetration of any local carrier for value-added services such as call waiting. And its 5.5m cellular customers at the end of last year was equivalent to 12.2 per cent of residents in its territory, a higher penetration rate than has been achieved by other Baby Bells.

Against that background, Mr Whitacre's attempt to buy Ameritech reflects a continuation of a well-tried strategy. By cutting more than \$1.2bn from annual costs over the next five years and imposing the same sort of management disciplines which have yielded faster growth at SBC, he hopes to more than make up the 25 per cent premium paid for Ameritech.

However, the status quo in the US telecoms industry may not last much longer. Mr Whitacre's bid for Ameritech has handed the FCC - which must approve the deal - one of its best chances to pry open both companies' entrenched local networks.

It is with that prospect before him that the SBC chairman has now sought to paint himself as a champion of competition.

It seems unlikely that the deal would be blocked on competition grounds. Berge Ayvasian, head of telecommunications consulting at the Yankee Group, referring to earlier mergers between Bell companies, says: "We've seen two approvals go by - it is hard to see what can stop this one taking place." Like those earlier deals - SBC's purchase of PacTel and Bell Atlantic's acquisition of Nynex - the combination would barely reduce competition in the local markets: aside from some overlap in St Louis and Chicago, the two companies have largely stayed off each other's turf.

However, the FCC will still be in a strong position to force concessions from SBC before allowing the deal to proceed, much as it forced market-opening moves in the North East before allowing Bell Atlantic's purchase to be completed. And SBC can expect a far rougher ride in Washington, where its purchase of Bell companies has stirred concerns that the old, pre-1984 AT&T system is being reassembled piece by piece. SBC's merger discussions last year with AT&T itself, though abandoned, have also fed those concerns.

Mr Whitacre calls such fears "purely off-target." Neither SBC nor Ameritech has yet been allowed into the long-distance business, he says, and neither has a monopoly over local calls in its region. Yet most industry observers expect the Bells finally to be allowed into the long-distance market before the decade is out. And when that day comes, a combined SBC-Ameritech could be in one of the best positions to profit.

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مكتبة العصر

A round-up of the telecoms industry: Joia Shillingford takes a look at the news, reviews and forthcoming events

NEWS IN BRIEF

Funding for global ATM network

Signal Global Communications of the US has raised \$2.5m in private financing from New York-based Spencer Trask to build a global Asynchronous Transfer Mode (ATM) network. The company, which has a voice-over-data patent, currently offers long-distance services to the UK and is deploying big international hubs in New York City, London and Hong Kong. It plans to add 30 points of presence around the world by the end of 1998 and offer bundled voice-and-data services for carriers and businesses that need low-cost communications.

Net telephony 'serious threat'

Internet telephony represents a potentially serious threat to telecoms operators, according to a new report* from telecoms consultancy Analysts. Internet telephony "... is all set to transform the way in which operators conduct their business," says the report. It suggests that established telecoms operators can either ignore the threat of Internet telephony and buy up the competition later, join the fray now by offering low-priced services in direct competition to the new entrants, or move up the value chain by leveraging their technical expertise to exploit the value-added aspects of Internet telephony.

*Commercial Strategies for Internet Telephony (E1,295)

Call-centre criticisms

Call-centre callers are frequently unhappy about the service they receive, according to a new study headed by Cable and Wireless Communications with IT specialists Cap Gemini and with analysis by the Henley Centre consultancy. The study focuses on what consumers expect and experience when they use a call centre. Phase One of the study shows that consumer dissatisfaction is running at high levels. UK companies, keen to make cost-savings, continue to accelerate their use of call centres. Last year saw growth of nearly 50 per cent and related IT spend has soared from £300m in 1994 to £1.8bn in 1997, keeping the UK at the top of the European Union league.

Small is beautiful

Nokia is to supply mobile phone infrastructure to a Finnish telecoms company that will use it to provide cordless phone services within companies. "With Nokia's solution [the Easywave Access network], we can offer mobility to our customers without investing in a mobile network with full coverage," says Risto Luukkainen, managing director of Kymi Telephone Company, a regional phone company based in eastern Finland. Users in the Kotka City area will be able to use the service from a standard GSM 1800 handset.

Transatlantic win for Racal

International Optical Network (Ion), Racal Telecom's joint venture with Metromedia Fibre Networks (MFN) of the US, has won a contract worth more than \$25m to supply network infrastructure to AC-1, the transatlantic optical fibre system operated by Global Crossing. Ion will provide high-capacity shore-to-city links on both sides of the Atlantic.

TELECOMS FUTURES

High fibre content can spell a healthier outlook

Some of the newer operators, with extensive fibre-optic networks already in place, are in a very strong position

Forget Moore's Law, which says that computers will double in power every 18 months. The real breakthroughs in 'bang per buck' are happening in the communications business, says Gerald Butters, group president optical networking

at US-based Lucent Technologies. He says that, for only a small extra cost, a single fibre-optic line can be split into eight or 16 channels. And it won't stop there. AT&T is using a Lucent system that can combine up to 80 high-capacity optical

channels (of 2.5 gigabits a second) over a single fibre. Longer term, Lucent is working on software that can split a line into 208 channels, and has carried out successful laboratory tests. One day even 1,000 channels might be possible. This puts newer operators with extensive fibre networks into a very strong position. They have already laid their cable; now they can put more traffic over it.

Mr Butters says: "Unlike traditional telcos with largely copper networks, operators with fibre networks like Qwest could charge 7.5 cents a minute for US long-distance and still make money. This is raising the value of telcos which use fibre widely, and turning them into acquisition targets."

The software works by sending pulses of light down a single fibre at different time intervals. Lucent, once AT&T's equipment arm, still has access to AT&T's Bell Laboratories and reckons the technology has even further to go. Lucent estimates that the market for Dense Wavelength Division Multiplexing equipment - the technology used to split fibre-optic lines - is growing at a compound annual rate of 62 per cent a year. Other operators in the

market include Ciena, Pirelli, Ericsson, Alcatel and Nortel. Mr Butters believes the trend towards ever-faster computers and only slightly slower networks will be reversed. Fibre-optic networks will get cheap enough to connect directly to personal computers, he says. And progress will not stop there. He believes the next big thing in high-speed communication is photons

- light pulses - that do not have to be converted into electronic signals. By sending bits of data as pulses of light down a hair-thin strand of optical fibre, carriers could one day send hundreds of millions of calls simultaneously over their fibre-optic networks. "Bandwidth is tripling every year, due to progress in optoelectronics," says Lucent.

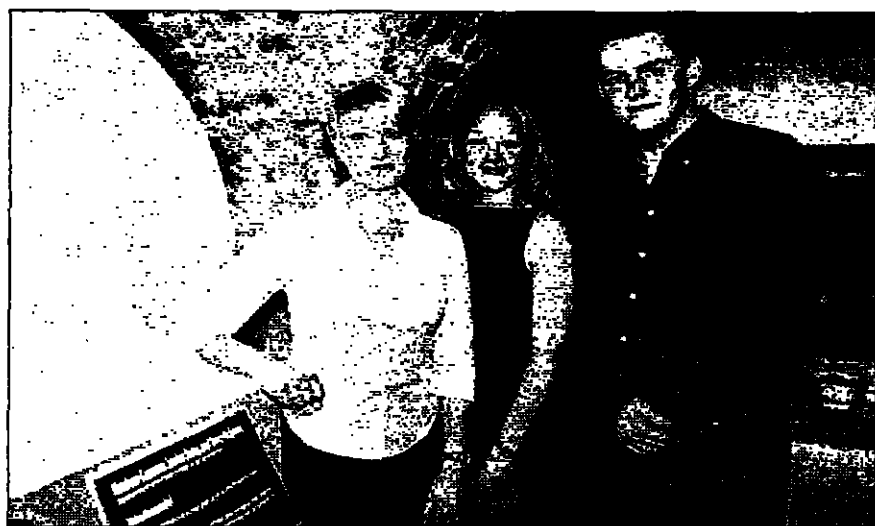
BACKCHAT

Facelifts planned for ugly base stations

RSA design students have been taking a fresh look at telecoms masts on behalf of Cellnet

Comment about ugly base stations has caused cellular network operator Cellnet to come up with some new designs. Or, to be more precise, it has sponsored a Royal Society of Arts competition for design students.

"The students were given a brief and asked to produce telecoms masts that celebrate mobile telephony rather than try to hide it," says Mike Short, head of communications at Cellnet. Ian MacLean, Cellnet's head of network construction, says the company plans to produce some new base stations based on the two winning designs, as well as on two highly commended entries. Depending on the reception the designs get, and the economics of producing them, Cellnet may consider producing them in larger quantities. One of the winners was a slim, futuristic tower encased in glass, with



Highly commended: Bournemouth students Louise Irving, Tracy McKenna and Matthew Cranston

different shades of blue at the lower end, somewhat reminiscent of the water tower on London's Shepherd's Bush roundabout. This was designed by two interior design students from London Guildhall University, Stefano di Santo from Florence, and Peter Tran from Saigon. The other winning design had a tripod-shaped base that could straddle a canal or motorway and be used as a footbridge. This was designed by Guy Selverwright and Jerome Borton, two

furniture students from the University of Central England, who plan to use their winnings (£5,000 per winning team) to visit Japan. The two winning entries were largely designed for industrial settings, such as business parks, motorways or canals. The two highly commended entries were designed with rural areas in mind. The highly commended wooden footbridge designed by Sean Hemmery and Thomas Landwehr of the University of Central

England was popular with visitors to the exhibition, including Bjorn Amundsen, head of coverage for mobiles at Norwegian telecoms operator Telenor. He says: "Because Norway is so rural, yet uses mobile phones so extensively (40 per cent of the population have them), the location of base stations is a big issue. Some countries may be happy to disguise base stations in plastic tree designs, but Norwegians prefer the real thing." Telenor has actually sited one or two base stations in



Peter Tran (left) and Stefano di Santo with their winning design

real trees, and has one of the biggest environmental groups as an adviser. "But," says Mr Amundsen, "one of the best solutions to base-station proliferation is sharing base stations with

your competitors, which the two Norwegian cellular operators must do by law." Cellnet plans to sponsor mobile-phone base station RSA design awards next year, with a rural theme.

SMALL TALK

E-mail 'causes stress'

Electronic mail is one of the biggest causes of technology-related stress, according to a new book - *Le Syndrome de Chronos* (The Chronos Syndrome) by Denis Ettighoffer and Gerard Blanc. The books says this is because electronic communications put people under pressure to react instantly. Feeling thirsty? Why not turn on your mobile? The ability to buy drinks via a mobile phone is a reality for visitors to Helsinki airport. They just dial the vending machine's phone number, select a drink and slake their thirst. Electronic meeting technology - where users can vote on issues anonymously or make unattributable comments - can cut complex meetings from several days to several hours, according to research carried out by the Department of Trade and Industry and Professor Clive Holtham of City University. "But electronic meetings aren't always popular with chief executives used to getting their own way," says Prof Holtham.

THINK TANK

Brands fail to ring bells

What price global telecoms brands? None of the big telecoms companies has any sort of profile outside its home market, according to research carried out by French company Ipsos Opinion and Andersen Consulting. The research shows that 69-91 per cent of consumers in France, Britain, Germany, Spain and Italy can recall the name of their incumbent telephone monopoly. But the figure drops to 0-9 per cent when consumers are asked to name telcos from other parts of Europe. For example, in Germany, 89 per cent could name Deutsche Telekom and 15-22 per cent could name other

German telcos (including mobile phone companies). But only 3 per cent could name BT, 2 per cent France Télécom and 1 per cent Telecom Italia/SIP. In the UK, Deutsche Telekom was mentioned by 1 per cent and US telco AT&T by 6 per cent. France Télécom, Telefonica, and Telecom Italia were not mentioned at all or were mentioned by less than 1 per cent. By contrast, 86 per cent mentioned BT, 32 per cent Cable and Wireless, 31 per cent Mercury (now part of Cable & Wireless Communications) and 29 per cent Orange. The European market most conversant with the

names of non-domestic telcos is Italy. France Télécom was mentioned by 9 per cent, Deutsche Telekom by 8 per cent and British Telecom by 5 per cent. In Italy, recognition of the two top domestic operators was also high with 91 per cent citing Telecom Italia and 82 per cent mobile operator Omnitel. In each European country covered, Ipsos interviewed 1,000 consumers, making a total of 5,000 in all. Because consumers often mentioned more than one telco, the percentages do not add up to 100. The next Ipsos bi-annual report will be completed this summer.

AGENDA

Dates for your diary

June-July: UK regulator Ofcom documents due in June include: Guidelines on Icas (Interconnection and Account Separation) Condition 20B15, Determination of the Payphone Access Levy Review, Ofcom News. In July, Ofcom is to publish its review of Kingston Telecommunications. June: Innovations in Cellular-PCS Customer Interfaces (Washington DC, Santa Clara, CA, London, Berlin). The Yankee Group Europe. Tel: +44 (0) 1923 246511 or fax +44 (0) 1923 247566. June 11: One Network: Achieving Voice-Data Network Convergence (Toronto, Canada). The Yankee Group Europe. Tel: +44 (0) 1923 246511 or fax +44 (0) 1923 247566. June 8-12: Corporate Network Strategies (Munich, Frankfurt, London, Amsterdam, Madrid, Milan). The Yankee Group Europe. Tel: +44 (0) 1923 246511 or fax +44 (0) 1923 247566. June 15-18: Towards All Optical Networks (London). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. June 17-18: Fighting Mobile Fraud (London). IBC UK Conferences. Tel: +44 (0) 171 453 2700 or fax +44 (0) 171 636 1976.

June 23-24: Negotiating & Implementing Interconnection in Central and Eastern Europe (Prague). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. Cost Allocation in Telecoms (London). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. Strategic Cost Management in Telecoms (London). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. June 23-25: Networks Telecom '98 (Birmingham NEC). Miller Freeman. Tel: +44 (0) 1203 426611 or fax +44 (0) 1203 426449. June 29-30: Competitive Operator Strategies (Vienna). The Yankee Group Europe. Tel: +44 (0) 1923 246511 or fax +44 (0) 1923 247566. Convergence of Fixed and Mobile Telecoms (London). ICM Conferences. Tel: +44 (0) 171 436 5735 or fax +44 (0) 171 436 5741. July: One Network: Achieving Voice-Data Network Convergence (Newark, NJ; Santa Clara, CA; Washington DC, New York). The Yankee Group Europe. Tel: +44 (0) 1923 246511 or fax +44 (0) 1923 247566. July 8-10: Usage-Based and Quality-Linked Internet Pricing (London). Vision in

Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. July 13-14: Personal Numbering (London). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. July 15 and September 16: Y2K - The Challenge for Telecommunications Management (London). Quadrilect Conferences and Training. Tel: +44 (0) 171 243 4141 or fax +44 (0) 171 404 0258. September 9-11: Transfer Pricing in Central and Eastern Europe (Warsaw). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. September 14-16: Frequency Hopping (London). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. September 14-17: The 5th Global Interconnection Forum (Barcelona). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777. September 16 and 17: Internet Conference (Amsterdam). The Yankee Group Europe. Tel: +44 (0) 1923 246511 or fax +44 (0) 1923 247566. September 16-18: Risk Management and Internal Audit in Telecoms (London). Vision in Business. Tel: +44 (0) 171 747 5441 or fax +44 (0) 171 839 3777.

Christine Leveson used to be a telephonist

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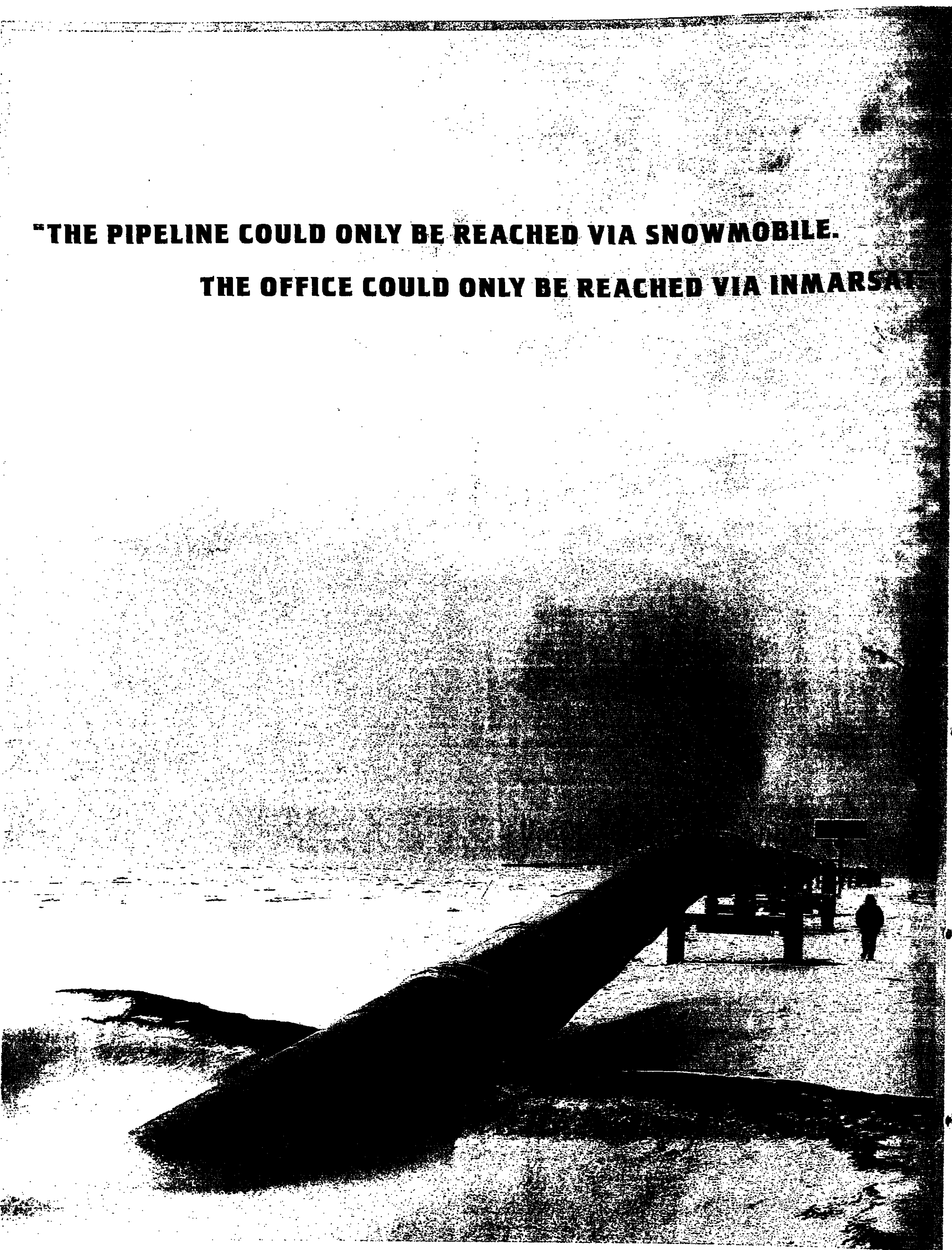
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